

# *The American* **BAKER**

PUBLISHED FOR THE BAKERS OF AMERICA

ANNUAL CONVENTION—1952

## American Bakers Association

**SPECIAL CONVENTION ISSUE**



On-the-Spot Coverage—See Page 14

# Look what happens in your shop...

when you put International's full  
line of "Bakery-Proved" Flours to  
work for you



"You'll be downright amazed," says Mr. I, the International man, "when you discover for yourself what a big difference International's 'Bakery-Proved' Flours can make in your shop."

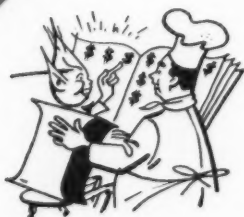
"Hundreds of profit-minded bakers are fast realizing that International's 'Bakery-Proved' Flours mean unvarying production results. And no wonder, because International Flours mean baked goods with steady, day-in and day-out uniformity . . . production schedules that keep running without a hitch."

"Whatever your particular shop requirements, there's an International 'Bakery-Proved' Flour that measures up. Specify International and assure yourself of worry-free, profit-plus baking."



#### UNIFORMLY BETTER QUALITY PRODUCTS

Mr. I says, "Assure yourself of a consistently uniform product. International's Flours are milled to give you uniform results every day of the year."



#### LOOK! NO RED INK!

"In hundreds of shops International's 'Bakery-Proved' Flours lower production costs . . . eliminate waste, overtime and costly delays. *Performance* makes the difference."



#### MORE FREE TIME

And, for you personally . . . uniformity means fewer production headaches and time to enjoy outside activities. There's no worrying about uneven performance when Mr. I is on the job."

FIND OUT  
FOR YOURSELF...  
SPECIFY  
INTERNATIONAL



WE'RE INTERESTED IN YOUR PARTICULAR NEEDS! Yes, won't you let us help you to more profitable, uniform baking? Simply fill out and clip coupon today.

## International

MILLING COMPANY

GENERAL OFFICES: MINNEAPOLIS 1, MINNESOTA



INTERNATIONAL MILLING COMPANY  
MINNEAPOLIS 1, MINNESOTA

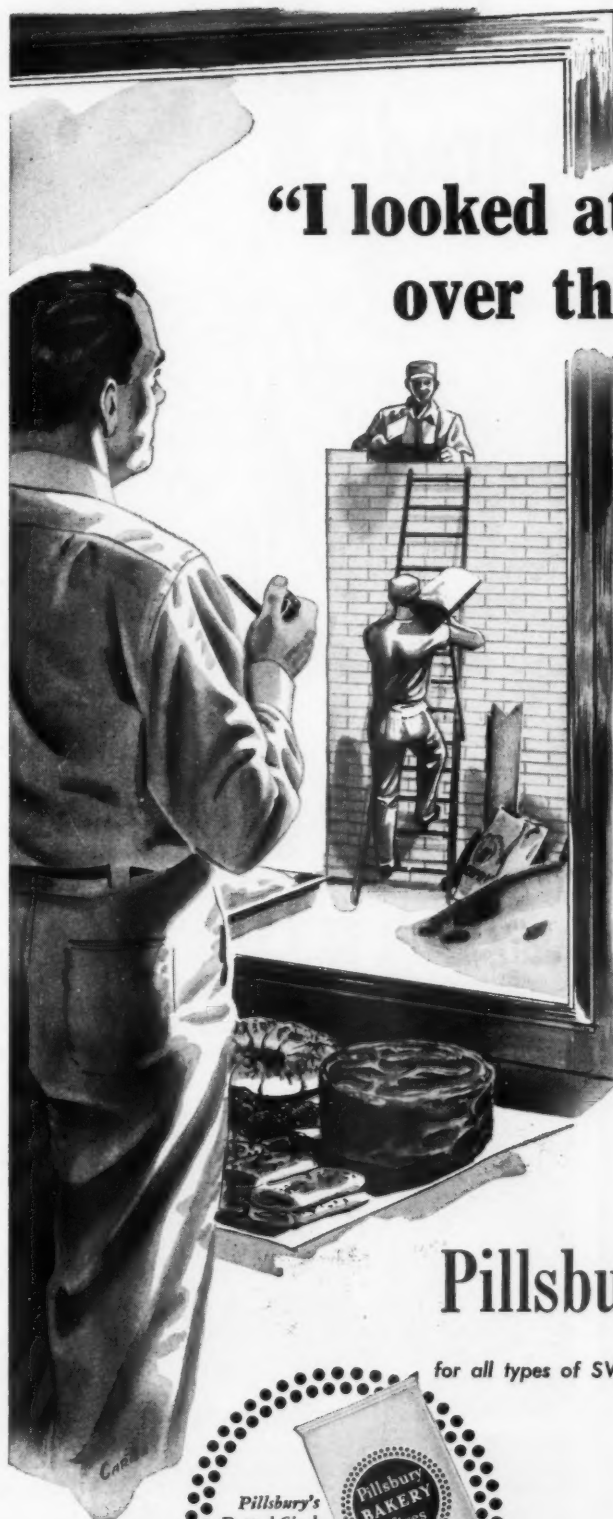
Show me how International "Bakery-Proved" Flours can give me uniform, dependable production results.

Name \_\_\_\_\_

Street \_\_\_\_\_

City and State \_\_\_\_\_





**"I looked at the man  
over there on the ladder"**

**...that's what sold me on  
Pillsbury BAKERY MIXES**

"Watching, I got to figuring. The man at the top—the skilled craftsman—isn't asked to carry a hod. He's paid for a precision job. And if my staff could spend less of their valuable time on routine scaling and blending—and more on important finishing operations—it would be a better deal, all around.

"I asked my Pillsbury salesman to fix me up with a trial order of Pillsbury Mixes. My staff liked them a lot, right from the start. Those mixes are guarding my quality, saving costly time. I'll tell you, that man going up the ladder brought my production costs down!"

★ ★ ★

WITH PILLSBURY BAKERY MIXES, you can keep the best people on your staff on important finishing operations. You're sure of good formulas—good ingredients—good quality, batch after batch. Try this easy, smooth running, money saving way.

## Pillsbury BAKERY MIXES

An outstanding line of modern mixes

for all types of SWEET GOODS—for CAKES—for Raised and Cake DONUTS



Ask your Pillsbury salesman or jobber about a trial order—which won't cost you a cent unless you are completely satisfied.

PILLSBURY MILLS, INC. GENERAL OFFICES: MINNEAPOLIS 2, MINN.

# The American Baker

Published Monthly for the Bakers of America by

THE MILLER PUBLISHING CO.

(Executive, Editorial and Publication Offices at 118 So. 6th St.,  
Minneapolis 2, Minn. Telephone Main 0575)

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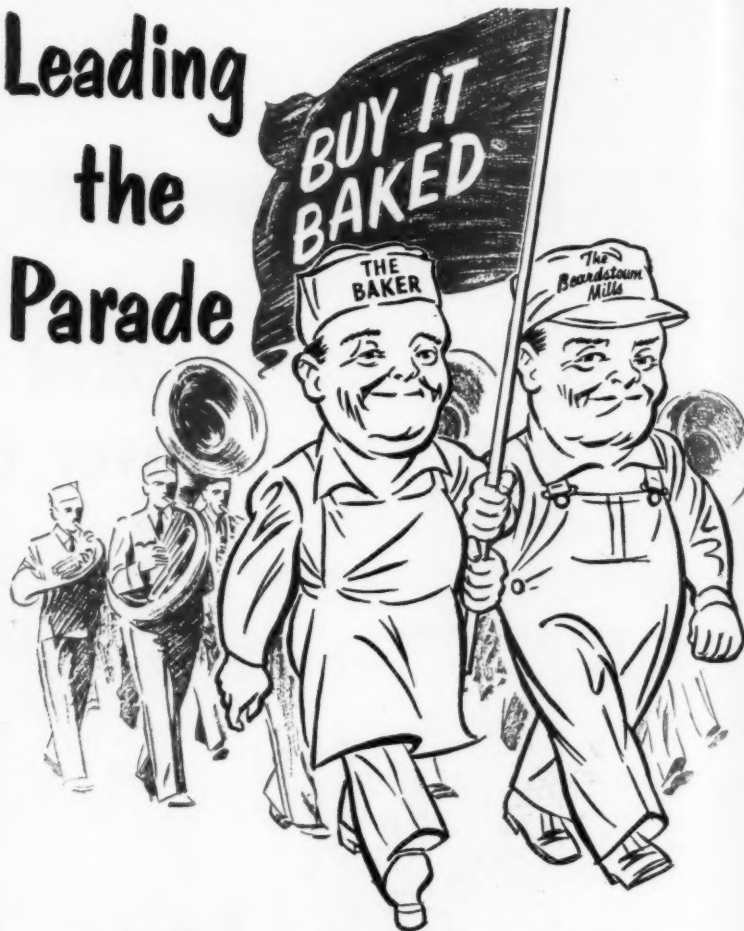
**CABLE ADDRESS:** "Palmking," Minneapolis, New York, Chicago, Kansas City and Toronto.

**TELETYPE CALL NUMBERS:** Minneapolis, MP 179; Kansas City, KC 295; Chicago, CG 340; New York, NY 1-2452; Washington, D.C., WA 82.

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# Leading the Parade



You'll always find The Beardstown Mills right "in step" with the Commercial Baker. Most of our flour production goes to commercial bakers . . . very little into family type flour packages . . . none into prepared mixes. As a result, the commercial baker "leads the parade" at The Beardstown Mills . . . his requirements are taken care of FIRST.

Our *specialty* is milling baking flours of the highest quality. Strict laboratory controls, a rigid sanitation program, plus ultra-modern milling facilities assure you of absolute uniformity and dependable baking performance. We would welcome an opportunity to discuss your current and future flour needs.



SPRING WHEAT FLOURS

HARD WHEAT FLOURS

SOFT WHEAT FLOURS

*"The Beardstown Mills"*

BEARDSTOWN,

ILLINOIS

*Quality Flours Since 1875*

**105 YEARS OF MILLING EXPERIENCE  
PLUS MODERN LABORATORY CONTROL  
ASSURES THE BAKER EXCELLENT RESULTS WITH:**



**HUMMER**—Spring Hi-Gluten  
**LIBERTY**—Short Spring Patent  
**BEST PATENT**—Standard Spring Patent  
**SPECIAL**—Extra Strong Spring Patent  
**STRONG BAKERS**—First Spring Clear  
**CAKE and PASTRY FLOURS**  
**RYE**—White - Medium - Dark

**GEORGE URBAN MILLING CO. BUFFALO, N. Y.**



**PICK A CARD,  
ANY CARD...**

**THEY'RE ALL WINNERS!**

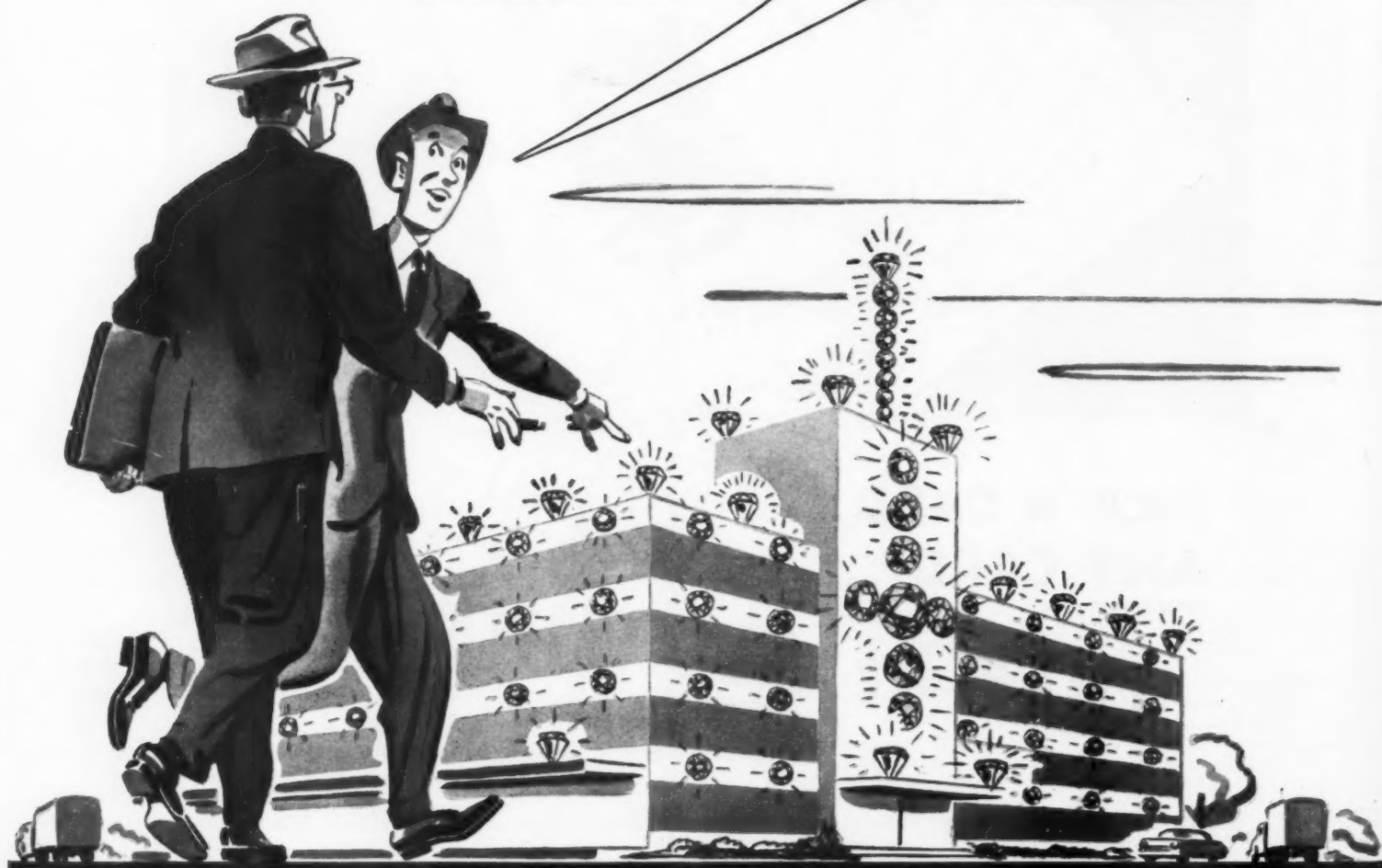
There is nothing up-the-sleeve about this hand for these are the aces from the complete line of Sleepy Eye Spring Wheat flours milled by Valier. A strong Sleepy Eye brand in your production line spells increased profits through greater yield and volume.

Test Sleepy Eye quality in your shop...your Valier & Spies representative will promptly submit quotations and samples. Phone, wire or write today.





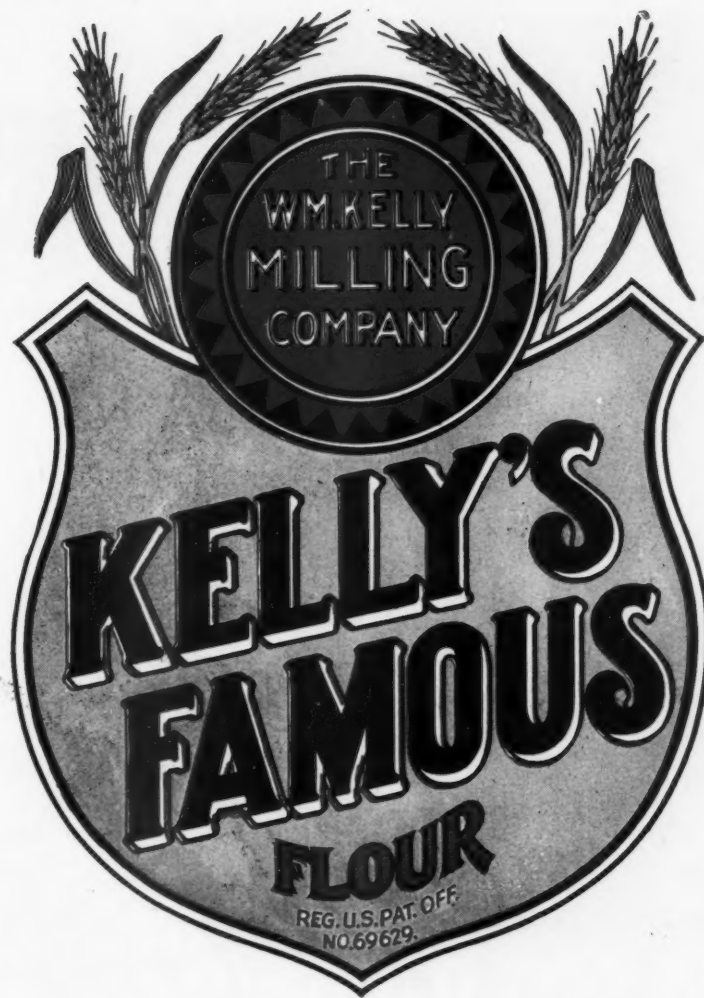
**SURE THEY'RE REAL DIAMONDS. He's so prosperous because he gets his flour in BEMIS COTTON BAGS and resells 'em for within a few cents of the original price.**



You can save money, Mr. Baker, by using Bemis Cotton Flour Bags. Just launder the emptied bags (it's easy to make arrangements for this) and sell them for home uses. Women jump at the bargain . . . good fabric at one-third less than store prices!

*Your Bemis Man  
will give you  
the complete story  
about Bemis  
Cotton Bags  
for flour.*





## *A Promise Kept*

Confidence in KELLY'S FAMOUS is based on the sound foundation of many years of quality flour production . . . promise of quality that has been always completely fulfilled. That is why KELLY'S FAMOUS is preferred by so many leading bakers everywhere.

*Milled exclusively from scientifically selected varieties of finest hard wheat under constant Laboratory Control.*

**The WILLIAM KELLY MILLING COMPANY**  
**HUTCHINSON, KANSAS**

Capacity 5,000 Sacks

Grain Storage 1,000,000 Bus.

*The Battle of Trenton*

## *It happened in 1776*

Washington's army of battle-weary soldiers had just been beaten by Lord Howe's British army and forced to retreat across the Delaware. But the British unwisely stopped at Trenton to celebrate their victory before crossing the river. Meanwhile, Washington reorganized his troops and on December 26th, 1776, made the famed crossing of the ice-clogged Delaware to attack Trenton. The British were caught unaware and defeated within forty-five minutes.

During the same year—1776—Shellabarger's was founded and for nearly two centuries has maintained an unsurpassed standard of flour quality. The Shellabarger crest is the traditional symbol of that uncompromising quality. The next time you order bakery flours, specify Shellabarger's and you too, like thousands of bakers who now rely on them exclusively, will be assured of uniform, dependable production performance.

Since 1776? SHELLABARGER'S FLOUR MUST BE GOOD!

# **SHELLABARGER'S**

SALINA, KANSAS

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**PEACOCK**

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**BIG "S"**

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**GOLDEN BELT**

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**PANCRUST**

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**WONDERSACK**

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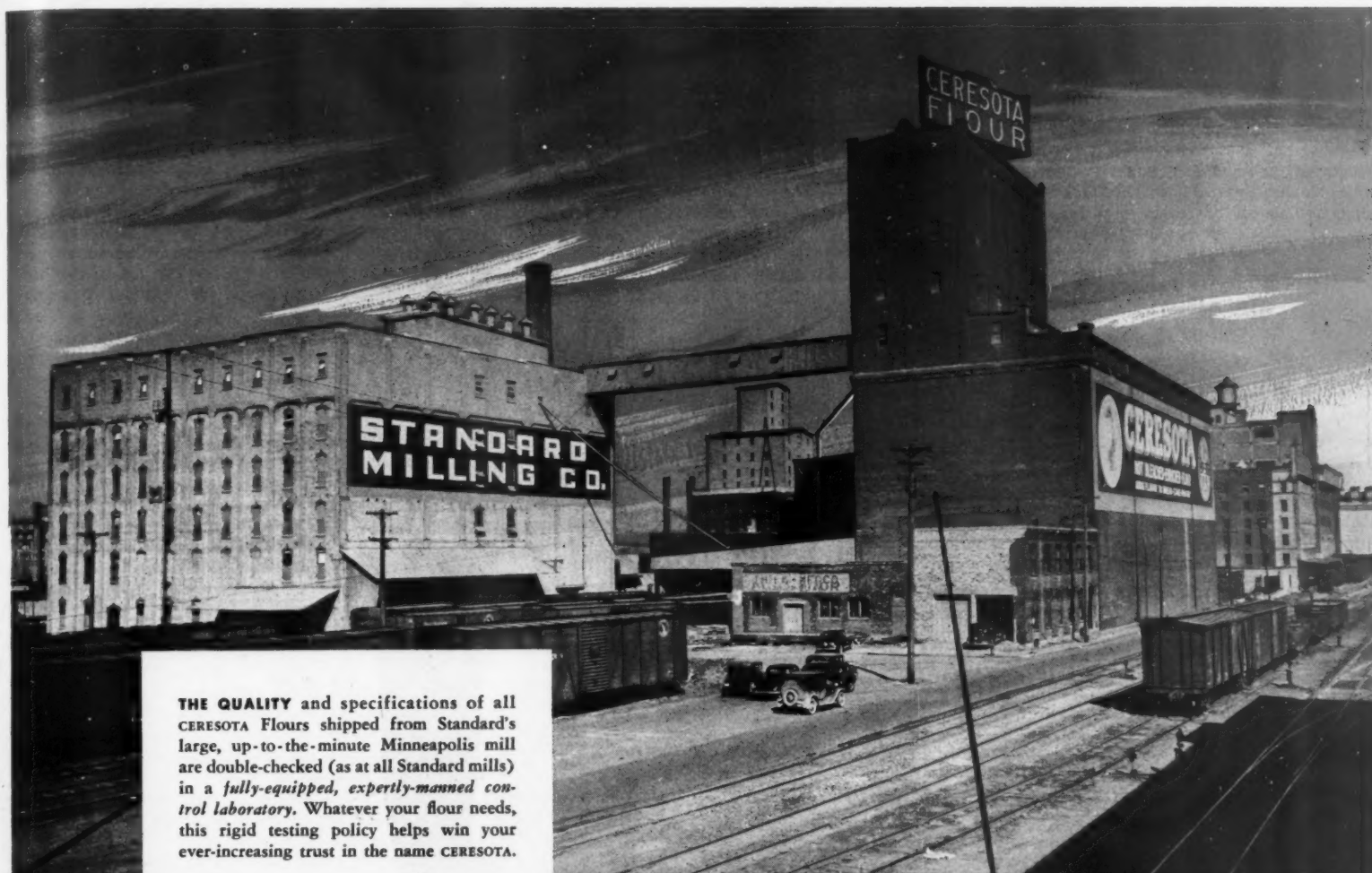


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**DOUGHBUSTER**

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THE QUALITY and specifications of all CERESOTA Flours shipped from Standard's large, up-to-the-minute Minneapolis mill are double-checked (as at all Standard mills) in a *fully-equipped, expertly-manned control laboratory*. Whatever your flour needs, this rigid testing policy helps win your ever-increasing trust in the name CERESOTA.

ANOTHER REASON WHY **Standard can deliver  
the flour you want!**



At every step of Standard service—wheat buying, storage, milling, testing, sales—we make this our key thought: Our aim is not simply to "sell flour," but to deliver the flour that *you* want each time you order it.

**STANDARD MILLING COMPANY**

GENERAL OFFICES: KANSAS CITY 6, MO.



THERE'S MORE TO MAKING FLOUR THAN JUST THE MILLING



THE FOUNDRY MAN

THE BAKER

THE MILLER

## ... and the Hottest Gravy Ladle in Town!

**BAKER:** That big dipper gadget you're holding there—mind telling us exactly what it is?

**FOUNDRY MAN:** Some of the boys call 'em "gravy ladles". Just one of the tools we use in the foundry. Gravy—that's molten metal. Mighty heavy—and hot. You see, molten iron is poured into fire-clay-lined ladles like this—and from them right into the sand mold that shapes the finished product. And when the product has hollow parts, it needs a mold on the inside, too... the "core". It too, has to resist the action of hot metal; be porous enough to allow the escape of gases; and be molded to any shape. We use special oil binding agents with that sand core—and believe you me, that oil is important!

**BAKER:** I can see that. It binds the sand while molten metal is poured from your gravy ladle.

**FOUNDRY MAN:** One pint of the special core oil we use, to every 100 pounds of sand, gives us a mold that will stand a pressure of 300 pounds per square inch. When that hot metal is poured in—at temperatures up to 3,000 degrees—that core oil burns out—practically disappears. The mold collapses into sand and pours out like salt from a shaker!

**BAKER:** I see why not just any old oil would do.

**FOUNDRY MAN:** It's a very tricky formula, made up by real wizards in their business. A big business, too. They tell me the industry uses about sixty million pounds of core oil a year. Good reason why, because from the time you get up in the morning until you go to bed at night, there's hardly a thing you do or a material you use that isn't connected with the foundry industry in some way... and foundries are our fifth largest industry.

**MILLER:** I happen to know something about that, because Archer-Daniels-Midland's foundry division makes over two-thirds of all the core oil used in this country and Canada. Some goes to foreign countries, too. Here's another division that's typical of the whole ADM setup... creating new values from America's harvests—exploring scientific short-cuts that are useful in so many fields. Oils and flax and chlorophyll; feeds and grains—

**BAKER:** And milling and flour! That's where I come in.

**MILLER:** Commander-Larabee gets the benefit of research discoveries and developments in all ADM divisions. By making constant use of these facilities and these ideas... Commander-Larabee is able to supply its customers with the best flours available anywhere... any time of the year.



# Commander-Larabee

M I L L I N G   C O M P A N Y

A DIVISION OF ARCHER-DANIELS-MIDLAND COMPANY

GENERAL OFFICES: MINNEAPOLIS 2, MINNESOTA



# Editorial . . .

## Bread Is the Staff of Life

FOR many years the axiomatic sentence in the above headline has been used as a logotype separating the items and articles published in The American Baker. Perhaps readers have become so accustomed to seeing the words in this connection as to be unconscious of them or of their unchanging and perpetual significance. But their truth and meaning have not changed, nor are they likely to change.

Some general and specific reminders of the sentence and of the eternal fact embodied in it were afforded by the recent annual convention of the American Bakers Assn. The axiom was basic to all that was said and done. It was implicit in the high sense of industry responsibility governing the policy and philosophy of the association and its leaders. If bread were of less importance to mankind than it is judged to be by all men, it could hardly inspire the lofty consideration given to every aspect of it by those who have chosen to serve their fellows by producing it.

The specific reminders of bread's continuing function as the staff of life were to be found in the inspiring words of Louis Bromfield, the novelist, whose tribute to bread, read to the convention by Edward Arnold, star of stage and screen, is reproduced in full on the page opposite this comment. Mr. Bromfield addressed the bakers in less poetic but equally appraising terms; using a similar title, "Bread the Foundation." Turning from poetic eulogy of bread to its economic significance in world affairs, he said:

"There are signs, still small but significant, that we are in the first stages of a greater dependence on bread and cereal grains in place of high protein foods which have always been abundant and have made our national diet the best in the world. The gradual movement away from these high protein foods toward bread as a basis of diet is a process which takes place in all countries where population manifests a constant increase and the agricultural potential begins to show definite limits.

"But food in particular and bread especially plays an immense part in the bitter and complicated problems of our own times. Both world wars were very largely caused by great increases of population in certain European nations and by excess population and shortages of food and rice in Japan. These internal shortages coupled with a lack of external colonial sources of food and markets brought about pressures and strains which, translated into political terms, brought explosions in terms of war and revolution.

"Throughout history wheat and bread have been decisive factors in determining the course of history and never has this been truer than in our own times. It is probable that one of the future responsibilities of the Western Hemisphere will be the provision of food mostly in the form of wheat or bread not only for the peoples of that hemisphere but for a considerable part of the rest of the world as well. It is a responsibility closely allied to the question of peace and war. As in the past when the proprietors of the small bakeshops in Roman cities were regarded virtually as nobility, so today the farmer who is a professional man and the baker, with the great bread factories, are among the most important members of our society. As the ancients used to say, 'Bread Is King.' He has had a longer reign than any king or emperor who has ever lived and he still is more important than any of them."

## Tidings

MEETING Tomorrow's Problems Today. It is easy for such a slogan to be merely a catch phrase; it is doubly fortunate the baking industry took it so to heart during the 1952 convention of the American Bakers Assn.

All bugaboos facing the industry today were

not solved, of course, but bakers putting into application some of the hints brought forward for consideration may succeed in increasing their black ink requirements.

For instance, the 5-day week: Reports in closed sessions and after-hours discussions seemed to indicate that bakers realize the 5-day week is here to stay; they are making plans to deal with it and revamp their production and distribution schedules to take advantage of its good points and live with its bad ones.

And merchandising: For years everyone concerned with the baking industry's welfare has been urging and practicing intelligent merchandising—except the baker himself. Previous meetings have seen speakers detail methods that are a lead-pipe cinch to increase sales. Only a few in the audience were interested, only one or two ever returned to their bakeries to put the ideas into practice. At this year's convention there seemed to be considerably more interest in the portions of the convention designed to fill the baker's cash register.

A more enlightened attitude, a real cooperation between management and its co-workers is ahead for the baking industry if the actions of the young executives in the American Bakers Assn. are any criterion. Selling "pride of product," "security," "stability," to bakery workers is building for the future on a firm foundation.

Stales and distribution: Everyone in the wholesale bread division of the industry knows that rising distribution costs, fleet operations and stale returns are taking a huge bite out of profits—more operators are finding ways of controlling these costs and are passing that information on.

Industry architects studying Curtiss Scott's blueprint for the future have come up with many building plans—now if they can only find capable contractors.

## An Industry Contribution

RADIO audiences of the Bakers of America "Hollywood Star Playhouse" heard the statement that "bakers had agreed to absorb the \$5 million it costs each year to enrich their bread without raising the price of bread a single penny." The figure used was impressive and undoubtedly persuasive. It should have brought into the minds of millions of listeners the reflection that the baking industry has made, through bread enrichment, a tremendous nutritional contribution.

In the interest of complete accuracy, the \$5 million figure probably needs to be boiled down to something like \$3,500,000. At least this is the consensus of views among industry statisticians who have taken the trouble to work the matter over on the adding and multiplying machines. The lower figure does just as well, however, in establishing the fact that the baking industry deserves acclaim for its remarkable public service. At the same time it reduces a natural feeling of anxiety on the part of the vitamin industry. Much as the makers of enrichment materials would like to sell bakers \$5 million worth of their products, they wouldn't like to find these great customers worrying lest their generosity was costing them too much. In any case, the cost, considering the value of the contribution, has not been too great and it has been within the bakers' means.

When certain dairy interests were having their field day of opposition to enrichment legislation it was said that milk producers looked for a disastrous reduction in the use of milk in bread production to offset the cost of enrichment. This argument is heard no more in face of definite proof that bakers have not reduced the milk content of their bread, but on the contrary are inclined to increase rather than diminish it. This collateral fact should double the size of the industry's laurel wreath.



**ABA CONVENTION:** Living up to its theme, attempting to reach some solution to the problems of tomorrow in advance of tomorrow, the annual convention of the American Bakers Assn. attracted a goodly proportion of bakers to the well-attended general and branch sessions.



Formulas for living with the 5-day week, patterns for streamlining of production and distribution, and hints for keeping red ink away from baking industry ledgers packed the meeting.

Reports on the various segments of the ABA, detailed in this special convention issue, can be found on the pages below:

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**SUGAR TROUBLES:** Attempts by the U.S. Department of Agriculture to "increase sugar prices without regard to the necessity of adequate supplies" has caused a flare-up in the baking industry, with industry associations calling for a change in quota and remedial legislation by Congress to preclude such tampering in the future.

Details on page 10

**ARBA CONVENTION PLANS:** Publicizing their cry of "Meet Me in St. Louis, Louie — at the Baker's Fair," the Associated Retail Bakers of America used their recent Chicago directors meeting to call attention to efforts to make the retail bakers' association even more prominent in the national baking industry picture.

Details on page 11

**FLOUR MARKET:** The steady advance of flour prices has been based almost entirely on the continuation of drouth conditions in the winter wheat growing area, with a more drastic climb held in check by lighter exports and the big supplies on hand from the 1952 crop, according to George L. Gates, market editor of The American Baker.

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## Sugar Supply "Critical," Bakers' Spokesman Charges

CHICAGO—A critical sugar supply situation exists because of failure of the secretary of agriculture to increase quotas to the extent required by actual demand, the baking industry has charged. The American Bakers Assn. reports that "this perilous supply situation facing both household consumers and industrial users has been created by the efforts of the secretary to increase sugar prices without regard to the necessity of adequate supplies."

Curtiss H. Scott, Grocers Baking Co., Louisville, chairman of the ABA, in transmitting a resolution adopted by the association's board of governors, calls on the secretary of agriculture to "promptly end this threat to consumers and to increase sugar quotas in line with actual demand."

The resolution states that the secretary's action in establishing a low quota ignored the welfare of consumers and contends that sugar prices will be even higher if the quota is not substantially increased.

The resolution further calls on Congress to enact remedial legislation to prevent a recurrence of the situation in future years.

The ABA resolution points out that the Sugar Act requires that the secretary give as much consideration to adequate supplies of sugar to consumers at reasonable prices as to prices received by domestic sugar growers, but that Secretary Charles F. Brannan has not given such consideration in 1952.

Current quota is 7,800,000 tons, including a 100,000-ton increase granted by the secretary recently. Industry estimates for this year based on previous two-year usage, is 8,000,000 tons, approximately half of which is used directly by household consumers. The baking industry, largest industrial user of sugar, requires a total of approximately 1,200,000 tons annually.

Strenuous objection has also been voiced to the secretary of agriculture by representatives of the baking industry over the setting of quotas on raisins which the bakers claim will establish an artificial price level not justified by the supply. In a telegram to Mr. Brannan, Mr. Scott said, "The allocation of certain percentages of various types of raisins into a so-called surplus category which may not be distributed in normal trade channels cannot help but cause an increase in the price of raisins, to the consumer as well as the baker."

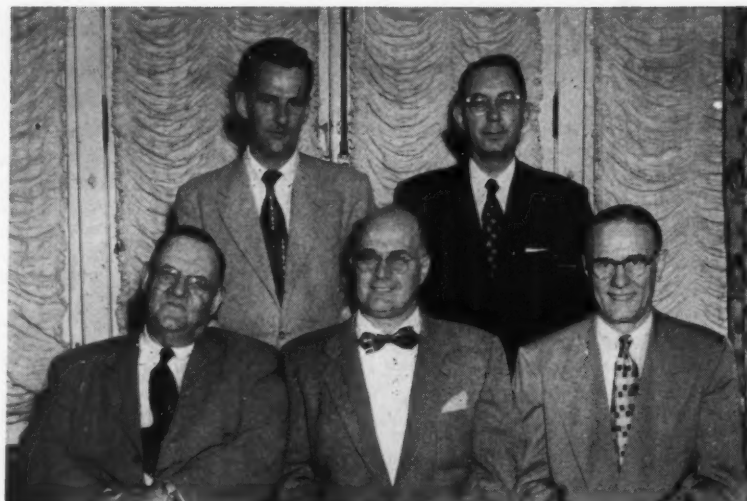
—BREAD IS THE STAFF OF LIFE—

## 74 BREAD SALES CHIEFS ATTEND SPERRY SCHOOL

CHICAGO—The second section of the School for Bread Sales Supervisors, sponsored by Sperry's "Personal Opinion," held at the Belmont Hotel, Chicago, Oct. 28-30, was attended by 74 men representing 43 bakery plants, from 18 states and two Canadian provinces.

"The school was a resounding success," says Lloyd R. Wolfe, managing director of the school, "with 100% attendance at all classes and a high degree of attention during the lectures."

A similar course was given April 8-10 to close to 50 bakery sales su-



**PLAN ARBA CONVENTION**—Plans for the 1953 "Bakers Fair" convention of the Associated Retail Bakers of America were presented to the board of directors recently at their Chicago meeting. Shown above are the officers in charge of the convention. Bottom row, William Hoerr, treasurer; Walter Schuchardt, convention chairman, and Charles W. Koch, convention co-chairman. In the top row are Tom Grace, secretary, and Ross Stewart, associated secretary.

pervisors at the same location. Demand was so great for admission that it was decided to run the second session, Mr. Wolfe observes. The school was run along the already familiar pattern set by E. J. Sperry, with trained speakers delivering the lectures, liberal use of picture slides, and closely checked attendance records, which were air-mailed back to the home plants of those attending each day. A time clock was punched at the beginning and end of each session by the students.

An innovation at the later session was the use of a special public address system, which permitted the student body to hear the speaker at regular speaking level equally well in all parts of the room.

According to Mr. Wolfe, 70 subjects were covered in two and one half days, with each session starting on time and ending on time, with one exception. This was the final session for Oct. 29, during which a question and answer period was scheduled. Mr. Wolfe and Mr. Sperry stood before the student body for close to two hours, answering questions.

A special luncheon was held in the Cherub Room of the hotel Oct. 29, attended by the student body and the trade press. Those attending were rewarded by ties and gifts from Mr. Sperry, as well as words of advice.

"Why does a competitor decide to invade a route?" asked Mr. Sperry. "Because of a weakness in that route," he answered. He added that no one picks on a strong competitor to fight, and cautioned against slack personnel, poor grocer relations, poor displays, sloppy handling of products, improper wrapping, dirty trucks and a myriad of other weaknesses which can lead a competitor to conclude that a market is ripe for invasion.

"When invasion occurs," he concluded, "a bread sales supervisor has no one to blame but himself."

—BREAD IS THE STAFF OF LIFE—

## KROGER CO. SALES RISE

CINCINNATI—Sales of the Kroger Co. for the tenth four-week period ended Oct. 4, 1952, totaled \$80,159,097, a 2% increase over sales of \$78,496,859 for the four-week period a year ago. Cumulative sales for the 10 periods of 1952 totaled \$800,177,382, a 5% increase over sales of \$760,706,239 for the same 10 periods last year.

## Retail Bakers Chart Plans for St. Louis Meeting

CHICAGO—Plans for the 1953 St. Louis convention and exposition occupied the officers and directors of the Associated Retail Bakers of America, assembled for the mid-year meeting here Oct. 20. B. E. Godde, Godde's Pastry Shoppes, Battle Creek, Mich., president, conducted the well-attended meeting.

William F. Thie, Virginia Bakery, Cincinnati, second vice president, and chairman of the membership committee, advised that the membership drive is now in high gear and explained the plans used by the Western Pennsylvania Retail Bakers Assn. and his own Cincinnati Master Bakers Assn. designed to increase ARBA membership at the local levels. In both of these localities bakers are organizing themselves in teams of two and will devote the time necessary to make personal calls on retail bakers who are not now members of ARBA.

Director Walter Schuchardt, Lake Forest Pastry Shop, St. Louis, honorary director Charles W. Koch, and Raymond Schmidt, Schmidt's Bakeries, St. Louis, who are serving as chairman, co-chairman and program chairman, respectively, for the coming ARBA convention, brought the officers and directors of ARBA up to date on the plans which have been developed to make this the most outstanding event in the history of the retail segment of the industry. Their reports assured everyone in attendance that every phase of retailing will be covered through the business program, demonstrations, displays and exhibits.

The directors were enthusiastic about preliminary plans and about the idea of a Baker's "Fair," which lends itself to interesting booths, exhibits and entertainment. In his progress report, Mr. Schuchardt said that all committees have been organized and advanced workers are making plans for one of the biggest and most instructive conventions in the history of the ARBA.

He also reported that requests have been received for 43% of the original 217 booths at the convention. The cooperation of the Baking Equipment Manufacturers Assn. has been assured.

Mr. Schmidt presented the directors with a rough draft of the convention program. One of the innovations, he reported, will be a "Three Ring Circus" during the baking demonstration. The plans are to conduct three simultaneous demonstrations in various phases of baking to provide a diversified, constructive program. He said that entertainment is being planned for each day of the convention.

Among other and varied business transacted was the decision to forego the further development and handling of the "Cakes by Wire" program presented for the first time as a possible project at the ARBA convention in Washington, D.C. Many months of time and consideration has been devoted to the feasibility of undertaking this project but due to the fact that it requires an organization far beyond ARBA's physical setup and further because of legal complications which will affect the present structure of ARBA, this decision was reached. A vote of

## Kentucky Bakers Name Carl Vogt, Jr., New President

CINCINNATI—Carl Vogt, Jr., of Vogt's Bakery, Dayton, was elected president of the Kentucky Master Bakers Assn. at the concluding session Oct. 28 of the 42nd annual convention in the Hotel Sinton here. He succeeds Claude Ford, Grocers Baking Co., Owensboro.

Other new officers are: vice president, Charles Petty, Latonia; secretary, Albert Wohlleb, George Wohlleb Bakery, Louisville, and treasurer, Otto Lehman, O. W. Lehman's Bakery, Louisville. Directors elected are: Louis Wiedeman, Fort Thomas; Godfrey Elsaesser, Covington; Les McGee, Maysville; Lynn Burke, Danville; Theodore Pferrer, Louisville, and Lawrence Bokern, Louisville. The allied representative is Clyde Laws, Wesson Oil & Snowdrift Sales Co., Cincinnati.

Speakers at the three-day convention included John P. Garrow, Chapman & Smith Co., Chicago, on "Let's All Step Out and Sell"; Paul Muller, Wesson Oil & Snowdrift Sales Co., and Paul R. Stewart, C. Schmidt Co., on "Frozen Baked Goods," and Harold Snyder, editor of Baking Industry magazine, "There Is More to This Business Than Baking." The banquet address was on "That Something Extra" by the Rev. Harvey C. Hahn.

The 1953 convention city will be selected later by the directors.

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## R. S. BYERS APPOINTED BY H. C. KAYSER CO.

MINNEAPOLIS—The appointment of R. S. Byers as a sales representative of the H. C. Kayser Co., Minneapolis brokerage firm, has been announced by H. C. Kayser, head of the firm. Mr. Byers will handle sales of bulk commodities to bakers and other food processors in Minnesota, the eastern part of the Dakotas and the western part of Wisconsin.

Mr. Byers has been in the territory for the past 15 years in a sales capacity. In recent years he has owned and operated his own bakery in Minnesota.



#### Theme of 1953 Associated Retail Bakers of America Convention

thanks was expressed and ordered conveyed to William Hagenmeyer and the International Milling Co. for the great amount of time and effort he and the company devoted to the development of the program as well as for the opportunity ARBA had been accorded to consider the program.

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#### INDUSTRIAL RELATIONS UNIT FORMED BY ABA

CHICAGO—Formation of an industrial relations committee of the American Bakers Assn. has been announced by E. E. Kelley, Jr., ABA president.

A. M. Grean, Jr., vice president of the Ward Baking Co., New York, will be chairman of the committee for the coming year, Mr. Kelley said. Membership of the committee includes a group of executives in the baking industry.

The purpose of the committee is to facilitate the accumulation and interchange of information concerning employment conditions and practices in the baking industry.

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#### 24 SCHOLARSHIPS AWARDED FOR FSU BAKING SCHOOL

ATLANTA—C. Stuart Broeman, American Bakeries Co., Atlanta, chairman of the board of trustees, Southern Bakers Association University Fund, Inc., has announced the award of 24 scholarships for the Department of Baking Science and Management, Florida State University, Tallahassee, Fla., for the 1952-53 school term. These scholarships were awarded upon the recommendation of the university scholarship committee to students from 14 states. Fourteen of the students receiving scholarships are returning for their second year of the four-year course, six for their first year, and four for the first semester.

Recipients of first year scholarships are: Don E. Smith, Vero Beach, Fla.; Joseph A. Mattman, Sarasota, Fla.; Robert Leis, New York; Richard Ahrens, St. Louis; Brian Ariss, Albion, Mich.; and Carlisle Cochran, Bainbridge, Ga. Students returning on second year scholarships: J. Richard Moor, Orangeburg, S.C.; Victor P. Rusgaitis, Waterbury, Conn.; Jerry Ray Meyer, Atlanta, Ga.; Paul J. Soraparu, Chicago; Robert Louis Berto, Ft. Lauderdale, Fla.; Dolores A. Degnan, Kearney, N.J.; Gay O. Argo, Cedar Rapids, Iowa; Charles Jack House, Goldsboro, N.C.; Donald R. Johnson, Pass-A-Grille, Fla.; George Lannuier, Middletown, N.Y.; Elizabeth C. Garwood, Augusta, Ga.; Frank E. Bean, Jr., Knoxville, Tenn.; Ronald D. McConnell, Fort Worth, Texas, and Charles B. Clark, St. Cloud, Minn. Students approved for first semester: James Millward, Wellesley, Mass.; Melvin T. Pearson, Savannah, Ga.; Ernest T. Stevens, Birmingham, Ala., and Robert H. Bennett, Jr., Atlanta, Ga.

At the invitation of Dr. Doak S. Campbell, president of FSU, and Dr.

L. A. Rumsey, head of the Department of Baking Science and Management, the board of governors of the Southern Bakers Assn. will meet in Tallahassee Nov. 10, at which time they will be entertained by the school and visit with the students and faculty.

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#### EDWARD F. CARLSON OF RED STAR DIES AT 57

MILWAUKEE—Edward F. Carlson, 57, assistant vice president of the Red Star Yeast & Products Co. and a member of the Allied Trades of the Baking Industry and American Society of Baking Engineers, died recently at St. Mary's Hospital here after a short illness.

Associated with Red Star for 31 years, Mr. Carlson joined the sales department, where he became assistant sales manager, and sales manager. He later became director of the products division before becoming assistant vice president last June. He was a member of the Milwaukee Advertising Club.

Surviving are his widow, Marjorie Cooke Carlson, and a son, Thomas E. Carlson.

## National Bakery Suppliers Reelect Paul Cadwell President

CHICAGO—Members of the National Bakery Suppliers Assn. decided to change the organizational structure of the association at its annual convention in the Blackstone Hotel here Oct. 22-25. This change is expected to provide additional services and information necessary to fit the needs of present-day operations. It provides for the creation of three distinct divisions within the organization with each division having an executive committee.

These divisions include Manufacturing of which John A. Kluetsch, Chapman & Smith Co., will serve as chairman; Distribution, John Richter, Brechet & Richter Co., chairman, and Machinery and Equipment, with Roger E. Blum, Sol. Blum & Sons, as chairman.

The first general session of the convention, called to order by Paul Cadwell, J. W. Allen & Co., president, was devoted mainly to reports of officers and committees, followed by a luncheon at which officers of associations and the trade press representatives were guests. Paul Chapman, Chapman & Smith Co., served as master of ceremonies.



Paul Cadwell

## Baking Quality of Spring Wheat Flour Reviewed by International

MINNEAPOLIS—After work by the International Milling Co.'s laboratories and bakery service department, testing flour milled from the new spring wheat crop, the following report on the baking qualities of the new crop flour has been released.

Although the crop is not as large as last year's abundant harvest, the results of the tests show that the baking quality of flour made from the new crop is very good, International says. The baking tests revealed no major changes necessary in formula or procedure as the gradual move from old to new crop flour is made.

Outlined below is a brief summary designed to point out the adjustments that will be required to produce bread of the same high quality as was made with the old crop flour.

#### Sponges

**Sponge Percentage:** The best bread was obtained using 65% and 70% sponges with a slight preference for the 70% sponge because of closer

grain and better dough handling.

**Yeast Food:** There is little difference in yeast food requirements between the old and new flour. At the present time, amounts between .5% and .75% give best results. Try a few variations in this range to determine what percentage works best under the conditions of your shop. As the new wheat gets older, it may possibly be desirable to use a lower percentage, but this can only be determined by running an occasional trial dough using slightly less yeast food to see if equal or better results are obtained.

**Sponge Time:** The new crop flour performs best with slightly less sponge time. Using 2% yeast, bread of best volume, grain and texture was produced with four hour sponges. Sponges were brought out of the mixer at 76° to 78° F., and returned to the mixer at 86° to 88° F. All sponges were set medium stiff.

#### Doughs

**Absorption:** No apparent change in absorption was noted with the new flour doughs.

**Mixing:** The mixing requirement is slightly less than that of the old flour. In high speed mixers which developed the old flour doughs in 13 to 14 minutes, about a minute less time will be necessary. When the doughs are mixed beyond required time, they stand the extra mixing equally as well as the old flour.

**Floor Time:** To produce bread of best grain and texture, the new flour appears to require slightly longer floor time. If handled through the machinery in 15 to 20 minutes, 30 minutes floor time for large doughs and 35 minutes for smaller doughs should yield the best results under most shop conditions.

The doughs handle very well through the machinery and are pliable and elastic at the moulder. No change in proofing time or condition was necessary.

**Straight Doughs:** Straight doughs made with the new flour produced the best bread with about 2½ hours fermentation time. All doughs were made with 2% yeast. They were brought out of the mixer at 78° to 80° F., and fermented in an 80° room. With straight doughs, .25% yeast food gave the best results.

If you are going to machine the doughs, International suggests you do not punch them. Otherwise a punch at about two hours under the conditions used during the tests will be about right.

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#### ATLAS POWDER CO. FILLS THREE SALES POSITIONS

WILMINGTON, DEL.—Dixon Van Winkle has been appointed special sales assistant in the sales division of Atlas Powder Co.'s industrial chemicals department, it has been announced by K. E. Mulford, general manager.

In other personnel changes Arthur F. Quinlan has been assigned as technical sales representative to service customers in northern and western New York.

Maurice A. Ponti has been made technical sales representative. He is assigned to the New York sales office and will cover parts of northern New Jersey.



# The Flour Market

## Weather in Wheat Belt Holds Key to Prices

Bakers generally took a cautious approach to flour buying in early November as wheat and flour prices continued to edge upward. The wheat market trend was dominated by the unrelieved drouth situation in the winter wheat belt which threatened to sharply curtail the size of the 1953 crop. However, some offsetting factors, including the lighter exports this year as compared with last year and huge supplies of wheat on hand from the 1952 crop, checked price advances to some extent. Nevertheless, cash wheat prices moved up about 3@4¢ bu. on ordinary grades and 6@7¢ bu. on higher protein grades in the past month. Wheat futures price gains lagged somewhat behind the cash prices at Minneapolis but more or less kept pace at Kansas City. Flour prices in the same period moved up 17@18¢ sack in the spring wheat territory and 10@15¢ sack in the Southwest, with a decline in mill-feeds also contributing the higher quotations for flour.

### Long-Term Buying Held in Check

With only scattered exceptions, bakers avoided new, long-term commitments for flour during the period of advancing costs. Some bookings were made when initial price boosts were announced, but since that time purchases have for the most part been confined to fill-in lots of very modest quantity. Most of the large chain baking concerns purchased enough flour to take care of needs for the rest of the calendar year at the start of the current marketing year in June. Other bakers, many of whom have reached the end of contract balances, have bought just enough for the immediate period ahead or put procurement on a price-date-of-shipment basis. The caution of the trade may be attributed to the fact that quotations on hard winters now are about 45¢ sack higher than the levels at which the season's heavy bookings were made. Springs, also, are up about 35¢ sack from the September low point. Many bakers undoubtedly hope for an opportunity to buy at nearer the previous booking prices.

### Drouth Danger Grows in S. W.

The drouth this fall covers a wide area in the Central West, the South and the Pacific Northwest, but from the standpoint of wheat production its effects are potentially the most damaging in the heavy winter wheat-producing states of the Southwest. Kansas, the nation's leading wheat state, in early November faced the poorest wheat prospects in more than 30 years—even worse than in the dust bowl days, according to crop authorities. Soil moisture there, showing a penetration to an average depth of 33.1 in., was the poorest since 1940 and contrasted with last year's depth to dry soil of 47.8 in. Similar situations existed in Texas, Oklahoma, New Mexico and parts of

Colorado and Nebraska. Much wheat crop land has been seeded in dry soil in hopes that sufficient rain would be received to permit germination, but results have been disappointing to say the least. Danger from dust storms also hung over the wheat lands. It was generally agreed that when and if moisture comes it will have to be in generous quantities to effectively break the drouth.

### Prospects Not Entirely Glum

The experts, however, even as late as early November, were not entirely pessimistic. Some say it is too early to become unduly alarmed over prospects, although they point out they do not minimize the exceptionally poor start this fall. In previous years long periods of dryness have frequently been followed by well above-average precipitation. The experience of 1940, when conditions the previous fall were somewhat similar to this year, is cited. Much of the acreage in the Southwest was seeded in dry ground, and seedlings delayed to await moisture were continued into January and February—even March—in parts of this area. In many instances the wheat had not sprouted or had not appeared above the ground by early April, and the situation was very unpromising until late spring when the weather completely reversed. The first estimate of the crop, made in December, 1939, was for 399 million bushels. The final outturn was 589 million bushels. No one, of course, can predict what may happen, but it is a certainty that the moisture situation from now on in merits considerable attention. Prices of distant wheat futures express the apprehension already evident at market centers.

### Huge Supplies Check Advances

The threat to 1953 production very likely would have had a much greater impact on prices were it not for

the big reserves of wheat built up this year. U.S. stocks of wheat on Oct. 1 totaled 1,342 million bushels. With the exception of 1942, these were the largest for that date on record and compare with last year's Oct. 1 stocks of 1,128 million. The quality of both the spring and winter wheat crop is generally very good to excellent as practically all the crop was harvested under favorable conditions. Disappearance of supplies since the start of the crop year on July 1 was smaller than last year because of lagging exports. Domestic use held at a normal rate.

### Exports of Wheat From U.S. Smaller

Canadian supplies of wheat also are large, the result of harvesting a record crop of 675 million bushels, and competition from Canada in export trade is expected to be a major factor in holding down shipments from the U.S. Also, Argentina has prospects for a more normal crop this winter and will provide more wheat for export trade than it did last year, when the U.S. was called upon to supply Latin American nations normally supplied by the Argentine. Through September, the U.S. exported about 70 million bushels of wheat and flour (in wheat equivalent), about 40 million less than in the same period last year. If this rate is not stepped up in the remainder of the crop year the total will fall short of even the conservative 300-million-bushel forecast for the crop year made earlier. The carryover next June would be correspondingly increased from an estimated 500 million bushels.

### Participation in Loan Heavy

While wheat prices have crept up steadily in the past several weeks, they have not reached the support level, except in some unusual instances. Continuation of the drouth in the Southwest makes farmers less

Market  
Editor

George L. Gates

inclined to sell their supplies and more inclined to put wheat under loan while speculating on a continued bull market. A record quantity had been placed under price support—more than 262 million bushels—by Sept. 15. Through the full month of September last year 121 million bushels had been put under loan. Only a rapid rise to well above the loan rates would encourage heavy selling by farmers and prevent an unprecedented amount of wheat going into government ownership at the end of the current support program. As of Oct. 1, the government owned outright 132 million bushels of wheat acquired from previous loan programs. Prospective removal of much of the wheat supply from free market channels will have its greatest impact if winter wheat prospects remain poor. Weather holds the key to market developments.

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### STANDARD BRANDS NET DIPS AS SALES INCREASE

NEW YORK—Consolidated net income of Standard Brands, Inc., and subsidiaries operating in the U.S. for the first nine months of 1952 amounted to \$5,935,720, equivalent after preferred dividend requirements to \$1.69 per share, Joel S. Mitchell, president, has announced. Net income for the same nine months of 1951 was \$6,320,951, or \$1.81 a share. In the 1952 period, 3,175,527 shares of common stock were outstanding, against 3,174,527 common shares in the corresponding 1951 period.

Net sales of the company and domestic subsidiaries totaled \$265,960,397 for the nine months ended Sept. 30, 1952, against \$256,236,635 in the like 1951 period, an increase of 3.8%.

For the third quarter of 1952, consolidated net income (after taxes) was \$1,751,234, of 49¢ a share compared with \$2,095,767, or 60¢ a share in the third quarter of 1951.

At a meeting of the board of directors of Standard Brands a quarterly dividend of 40¢ a share was declared on the common stock payable Dec. 15, 1952, to stockholders of record Nov. 14, 1952. The directors also declared an extra dividend on the common stock of 10¢ a share payable Dec. 15, 1952, to holders of record Nov. 14, 1952. A quarterly dividend of \$.875 a share on the preferred stock was also declared, payable Dec. 15, 1952, to stockholders of record Dec. 1.

## Summary of Flour Quotations

Nov. 1 flour quotations, in sacks of 100 lb. All quotations on basis of carload lots:

	Chicago	Mpls.	Kans. City	St. Louis	Buffalo
Spring top patent	6.00@6.10	5.80@5.90	5.70@5.80	5.60@5.70	5.50@5.60
Spring high gluten	5.80@5.90	5.70@5.80	5.60@5.70	5.50@5.60	5.40@5.50
Spring short	5.60@5.70	5.50@5.60	5.40@5.50	5.30@5.40	5.20@5.30
Spring standard	5.40@5.50	5.30@5.40	5.20@5.30	5.10@5.20	5.00@5.10
Spring first clear	5.50@5.59	5.40@5.49	5.30@5.39	5.20@5.29	5.10@5.19
Hard winter short	5.82@5.86	5.72@5.76	5.62@5.66	5.52@5.56	5.42@5.46
Hard winter standard	5.74@5.77	5.64@5.67	5.54@5.57	5.44@5.47	5.34@5.37
Hard winter first clear	5.82@5.89	5.72@5.79	5.62@5.69	5.52@5.59	5.42@5.49
Soft winter short patent	6.72@6.88	6.62@6.78	6.52@6.68	6.42@6.58	6.32@6.48
Soft winter standard	5.00@6.18	4.90@6.08	4.80@6.00	4.70@5.90	4.60@5.80
Soft winter straight	5.47@5.50	5.37@5.40	5.27@5.30	5.17@5.20	5.07@5.10
Soft winter first clear	4.75@6.05	4.65@5.95	4.55@5.85	4.45@5.75	4.35@5.65
Rye flour, white	5.47@5.50	5.20@5.26	5.10@5.16	5.00@5.06	4.90@4.96
Rye flour, dark	4.00@4.47	3.90@4.26	3.80@4.16	3.70@4.06	3.60@3.96
New York					
Spring high gluten	6.57@6.72	6.47@6.62	6.37@6.52	6.27@6.42	6.17@6.32
Spring short	6.27@6.42	6.17@6.32	6.07@6.22	5.97@6.12	5.87@6.02
Spring standard	6.27@6.42	6.17@6.32	6.07@6.22	5.97@6.12	5.87@6.02
Spring first clear	5.85@6.13	5.75@6.03	5.65@5.93	5.55@5.83	5.45@5.73
Hard winter high gluten	6.30@6.46	6.20@6.36	6.10@6.26	6.00@6.16	5.90@6.06
Hard winter short	6.10@6.26	6.00@6.16	5.90@6.06	5.80@5.96	5.70@5.86
Hard winter standard	6.10@6.26	6.00@6.16	5.90@6.06	5.80@5.96	5.70@5.86
Hard winter first clear	6.10@6.26	6.00@6.16	5.90@6.06	5.80@5.96	5.70@5.86
Soft winter short patent	6.25@6.35	6.15@6.25	6.05@6.15	5.95@6.05	5.85@5.95
Soft winter straight	5.25@5.75	5.15@5.65	5.05@5.55	4.95@5.45	4.85@5.35
Soft winter first clear	5.85@5.95	5.75@5.85	5.65@5.75	5.55@5.65	5.45@5.55
Rye flour, white	5.85@5.95	5.75@5.85	5.65@5.75	5.55@5.65	5.45@5.55
Rye flour, dark	4.83@5.35	4.73@5.25	4.63@5.15	4.53@5.05	4.43@4.95



## ENRICHED BREAD READY FOR CANADIANS FEB. 2

TORONTO — Enriched bread will be available to Canadian consumers Monday, Feb. 2, 1953.

This decision was taken at the concluding session of the meeting of the National Council of the Baking Industry at Niagara Falls, Ont., Oct. 28, after consultation with representatives of the milling industry. Clifford E. Soward, Robin Hood Flour Mills, Ltd., revealed the government had stated that mills could not offer for sale or deliver enriched flour to the bakeries before the Jan. 1 deadline laid down in the new bread standards. Accordingly, time would be needed to get flour into position.

On the bakers' side, it was felt that it would be advantageous if the industry were to put enriched bread on sale on the same day in order to take advantage of the proposed publicity program aimed at making consumers enrichment conscious. Since deliveries could not be effected at one time it was considered desirable to give the mills at least a month to make the necessary arrangements.

## INTERSTATE BAKERIES CORP. REPORTS SALES, PROFIT UP

KANSAS CITY—R. L. Nafziger, president of Interstate Bakeries Corp., reports net income of \$1,728,730 based upon unaudited figures for the 40 weeks ended Oct. 4, 1952, after depreciation and interest and after provision of \$3,256,757 for federal income and excess profits taxes.

This is equal, after preferred dividends, to \$2.37 a share of common stock. This compares with net income of \$1,561,397 in the corresponding period of 1951, equal, after preferred dividends, to \$2.10 per common share.

Net sales for the first 40 weeks of 1952 totaled \$60,283,041, against \$52,996,917 in the same period of 1951.

## GENERAL BAKING CO. REVEALS HIGHER NET

NEW YORK—George L. Morrison, president of General Baking Co., announced that the estimated net profit of the company for the 39 week period ended Sept. 27, (after estimated federal income taxes of \$2,232,818), amounted to \$1,765,019, equal to 79.9¢ a common share after meeting preferred dividend requirements.

This compares with an estimated net profit for the corresponding period 1951 (after estimated federal income taxes of \$1,899,039), of \$1,589,938, or 68.76¢ a common share.

## BAKING COMPANY SHOWS HIGHER SALES, LESS NET

SAN FRANCISCO—Net sales of the Langendorf United Bakeries, Inc., for the year ending June 28 increased over the previous year but net profit dropped, the annual report of the firm indicates.

Net sales for the year ending June 28 totaled \$44,458,884, compared with \$41,531,478 for the previous year. Net profit dipped from \$1,124,422 in the previous year to \$937,362 for the year ending June 28.

Sales reached an annual new record high for the 19th consecutive year, the report shows. The year's net profit of \$937,362 was equal to \$9.51 a share on the preferred stock, or more than five times annual dividend requirements.

New bread plants were completed

and placed in operation in Seattle on July 23 at a cost of \$2 million and San Jose Aug. 6 at a cost of \$1.5 million. A new plant for production of rolls and sweet dough products is also nearing completion at Los Angeles.

According to Stanley S. Langendorf, president, the "company was able to substantially increase its sales volume despite the strikes in Oregon and Washington." He said, "Sales have practically trebled over the past 10 years. This has been achieved by continued emphasis upon the highest standard of quality for products and services, aggressive advertising and merchandising policies, and necessary plant expansion and modernization."

## CONTINENTAL BAKING CO. NET INCOME INCREASES

NEW YORK—Net income for the 13-week period which ended Sept. 27 increased over last year, it was reported by Continental Baking Co. Net income for the period this year was \$1,304,278.86, compared with \$723,225.16 for the similar 13-weeks last year.

Gross sales also were up for the same period this year, totaling \$45,634,922.54, as against \$41,774,264.02 last year.

## KROGER CO. DIVIDEND

CINCINNATI—A quarterly dividend of 40¢ and a year-end dividend of 30¢, totaling 70¢ a share on common stock of the Kroger Co. was declared by the board of directors recently. The dividend is payable Dec. 1, 1952, to shareholders of record as of Nov. 10, 1952.

## J. BERT JASSOY ELECTED TO DUNWOODY FUND POST

MINNEAPOLIS—J. Bert Jassoy, plant manager for Regan Bros. Co. of Minneapolis, has been elected to the board of managers of the Dunwoody Institute Alumni Fund. Mr. Jassoy completed the regular baking course at Dunwoody in 1927, and will represent the alumni of the school's baking department.

Elected president of the Dunwoody alumni organization was I. S. Preston, vice president of the Bureau of Engraving, Inc. Other officers are: Russell H. Bennett, vice president; Joseph R. Kingman, Jr., secretary and treasurer; John A. Butler, assistant treasurer, and Fred J. Landon, executive secretary.

The annual report called attention to the fact that the Dunwoody Alumni Fund had provided over 30 scholarships for the current school year. Several of these are open to applicants interested in taking the regular baking course of four months each in bread and rolls and cakes and pastries.

## SPICE USE DETAILED FOR BAKERS, WRITERS

NEW YORK—The glamor given to food by the subtle use of spices was dramatized Oct. 22 when the American Spice Trade Assn. was host to food writers and commentators in a "Golden Era Dinner." The seven course dinner was patterned after the elegant affairs of the gay nineties and early 1900s and the dishes followed the authentic recipes that charmed such celebrities as Diamond Jim Brady, Lillian Russell and Sarah Bernhardt.

It was the trade's way of drama-

## The Stock Market Picture

Quotations on baking company stocks listed on the New York Stock Exchange and the New York Curb Market:

	High	Low	Close Oct. 3, 1952	Close Oct. 31, 1952
Continental Baking Co. ....	21 1/4	16 3/4	17 1/2	17 1/2
Continental Baking Co., \$5.50 Pfd. ....	99	90 1/2	91 1/2	90 1/2
General Baking Co. ....	12	10 1/4	11 1/2	11 1/2
General Baking Co., \$8 Pfd. ....	162	140	150	150 1/2
National Biscuit Co. ....	35 1/2	30 1/4	32 1/4	33 1/2
National Biscuit Co., \$7 Pfd. ....	184 1/2	163 1/4	173 1/4	172
Purity Baking Corp. ....	32 1/4	27 1/2	32	32 1/4
Sunshine Biscuits, Inc. ....	68	56	65 1/2	65 1/4
United Biscuit of America ....	37	29 1/2	35	34
United Biscuit of America, \$4.50 Pfd. ....	100	101 1/2	107	106

Closing bid and asked prices on stocks not traded Oct. 31:

	Bid	Asked
Omar, Inc. ....	17 1/2	18 1/2
Wagner Baking Co. ....	7 1/4	7 3/4
Wagner Baking Co., Pfd. ....	102	110

tizing its belief that greater availability of seasonings, improved food storage and transportation enable today's homemaker, baker and restaurateur to prepare and serve the delicious dishes that were rare and expensive 50 years ago.

A dish bakers might prepare for parties was a charlotte called "Charlotte Plombiere (a la Sarah Bernhardt)," a frozen ginger dessert, surrounded by lady fingers. A rich custard was strongly seasoned with powdered ginger and spooned into a spring form pan lined on the bottom and sides with lady fingers and frozen. When served it was garnished with a ribbon tied around it and a nosegay of flowers tucked into the bow.

## GEORGE C. ROBINSON TO HEAD SUPPLY COMPANY

PHILADELPHIA—George C. Robinson, a certified public accountant, has been elected president of the Henry H. Ottens Mfg. Co., Philadelphia, manufacturer and distributor of flavor concentrates, certified colors, Jack Frost Bakers Fontaine and specialties for bakers, confectioners and ice cream manufacturers.

Mr. Robinson states that there will be no major change in the company policy and that Ottens will continue to feature quality products.

A more aggressive sales and advertising program will be put into effect with greater emphasis on distribution through supply houses and distributors.

## HERMAN BODY CO. WILL BUILD BODIES IN EAST

ST. LOUIS—The Herman Body Co., St. Louis, builder of special truck bodies, is now affiliated with Jerry O'Mahony, Inc., Elizabeth, N.J., it was announced by Herman Plew, president of the Herman Body Co.

The Herman Body Co. manufactures all-steel truck bodies of a wide range of types, including retail and wholesale delivery bodies, bottlers' bodies, baby chick transports, refrigerated and insulated bodies for the delivery of milk, meat and other perishable foods. Herman will assemble bodies in New Jersey, and plans to produce its full line there as soon as possible.

According to Mr. Plew, "Eastern demand has occasioned this move. We will be better able to serve our eastern customers."

—BREAD IS THE STAFF OF LIFE—

## NAMED BY MILPRINT

MILWAUKEE—The appointment of John Haller as assistant to the general sales manager of Milprint, Inc., is announced by Roland Ewens, president of the Milwaukee printing and packaging firm. Mr. Haller was formerly district sales manager with the Hiram Walker Distributing Co.,

Inc., and brings a background of sales promotion, merchandising, market analysis and sales supervising experience to his new job.

## I. M. FERREL APPOINTED TO BAKERY SALES POST

APPLETON, WIS.—I. M. Ferrel has been appointed sales manager of the recently established bakery products division of Western Condensing Co., Appleton, Wis., according to an announcement from R. W. Coolidge, vice president in charge of sales.

Mr. Coolidge said that the bakery products division will handle the sales of the company's dairy ingredient. Mr. Ferrel, who has been with the company since September, 1951, has been replaced in his midwestern territory by F. J. Montag of Chicago. Mr. Montag represented the Brolite Co. 10 years before joining Western Condensing Co.

## NEW LAB SITE BOUGHT

NEW YORK — Joel S. Mitchell, president of Standard Brands, Inc., has announced that negotiations have been completed with Schenley Distillers, Inc., for the purchase of buildings and 42-acre tract of land in Stamford, Conn., for use as the research headquarters for Standard Brands and its subsidiary companies.

## JOHN HAGY RESIGNS POST WITH PHILADELPHIA FIRM

PHILADELPHIA—John Hagy has resigned his position as executive vice president of Freihofer Baking Co. of Philadelphia. Well known in the industry, Mr. and Mrs. Hagy are leaving on a leisurely motor trip to California.

Their plans include the visiting of friends en route to the West Coast, and they expect to return to their Philadelphia home in time for Christmas.

John Hagy started his career with the Freihofer Baking Co. in 1914; in 1919 he joined General Baking Co.; after 22 years of service with that company, he returned to Freihofer in 1942.

## RETAIL BAKERY SALES RISE IN AUGUST

★  
WASHINGTON—Sales of bakery products in retail establishments rose 7% above July figures during August, according to the U.S. Department of Commerce. Sales were also 4% above those for the same month in 1951. For the first eight months of 1952, sales were 1% higher than for the same period in 1951.



## Bakers Seek Recognition of Place in Economy, Map Promotional Effort

CHICAGO—The American Bakers Assn. unrolled a blueprint of tomorrow's industry problems during the annual meeting of the organization.

The theme of the sessions, which ended Oct. 22, was "Meeting Tomorrow's Problems Today." Curtiss H. Scott, Grocers Baking Co., Louisville, ABA board chairman, drew two bold strokes on the blueprint in his report.

"We are faced with two problems: gaining increased consumer acceptance of our products and gaining recognition of our contribution to the nation's health and welfare," Mr. Scott said in his report.

In his text, Mr. Scott suggested that solutions to these two problems could be found in the following areas of action:

Telling the story of enrichment, overcoming bad diet habits, communicating with opinion leaders, increasing appetite appeal, learning the facts about our industry, building good industrial relations and creating effective representation to the government.

J. Roy Smith, Smith's Bakery, Mobile, Ala., ABA president, in his report, looked at the accomplishments

and enthusiasm for progress shown in 1952 as a flying start toward meeting tomorrow's problems.

He called 1952 "an exceedingly important year for the baking industry," and said that "this year has been the beginning of programs that will become increasingly more important and valuable to us in the very near future."

### Industry Survey

Outlining to the large opening day crowd the forthcoming survey of the economics of the baking industry, which is being undertaken by a grant to Northwestern University, Mr. Smith urged "full support and cooperation" of the various segments of the baking industry in helping the economists obtain the true facts about the industry.

"This will be the true story of the baking industry—the story we need to refute the moonshine claims that every day are damaging our sales," Mr. Smith said. "Your wholehearted support means, in the end, the wholehearted support of the public."

The definitive objectives of the economic survey were outlined in a short address by Dr. Richard B. Heflebower,

chairman of the economics department of Northwestern University, Chicago, and executive in charge of the survey. Specific goals of the study, as well as a further plea for cooperation by the industry, were outlined by Charles C. Slater, assistant professor at Loyola University, who is on a two-year leave of absence under Dr. Heflebower to conduct the baking industry economic study.

The latter called the study a cooperative venture—an exchange between the university and the industry that would reap rewards for both; the baking industry through a knowledge of its economic aspects that has been badly needed, the university through adding to its store of information about the nation's industry.

The baking industry will benefit by receiving physical information by an uninterested source for dealing with the attitude groups so plaguing to the industry, Dr. Heflebower noted, and at the same time will be supplied with a document with which to explain to the public the operation and problems of the industry.

The surveyors, and education gen-

erally, will benefit through this opportunity to gather information about a typical American business, it was noted. All too often in the past, the educator said, it was necessary for economists to obtain their information by the "police blotter" method—in which the only industries receiving economists' attention were those cited by the government for suspicious practices.

The program of study of the baking industry is part of a program which will study all American business to reach valid economic conclusions, the speaker concluded.

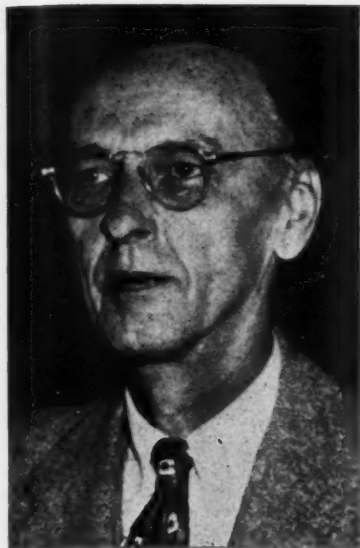
Mr. Slater outlined three specific tasks which are in the cards for the economic survey of the baking industry:

To tabulate a history of the industry "from a craft to a great industry" as an aid to a better understanding of the problems facing the industry today.

An analysis of the current business practices and economic behavior of the different segments and phases of the industry. "Through this," Mr. Slater emphasized, "much confusion and unwarranted criticism of the in-

(Continued on page 16)





Curtiss H. Scott  
Chairman



E. E. Kelley, Jr.  
President



Louis Garttner  
First Vice President



Albert Gordon  
Second Vice President

## Curtiss H. Scott Again Heads ABA; Streamlining of By-Laws Gets Okay

CHICAGO—Curtiss H. Scott, president of the Grocers Baking Co., Louisville, Ky., was reelected chairman of the board of governors of the American Bakers Assn. during the ABA convention at the Hotel Sherman. E. E. Kelley, Jr., of Lakeland, Fla., was elected president prior to the convention. J. Roy Smith, Mobile, Ala., retiring president, was elected chairman of the executive committee.

Louis Garttner, head of the Gardner Baking Co., Madison, Wis., was elected first vice president, succeeding John R. Dwyer, Firch Baking Co., Erie, Pa.; Albert Gordon, Gordon Bread Co., Los Angeles, was chosen second vice president, succeeding H. W. Kilpatrick, Kilpatrick's Bakery, San Francisco; William M. Clemens, Trausch Baking Co., Dubuque, Iowa, was reelected treasurer, and Harold Fiedler, Chicago, was reelected secretary.

The following were named governors-at-large: J. W. Carence, Campbell-Taggart Associated Bakeries, Dallas, Texas; Mr. Dwyer; Joseph Hexter, Columbia Baking Co., Atlanta; Stanley Langendorf, Langendorf United Bakeries, San Francisco; C. J. Patterson, C. J. Patterson Co., Kansas City; Russell L. White, White Baking Co., Indianapolis, Ind.; George Batt, Dugan's Bakery, Newark, N.J.; Roland Baird, Mrs. Baird's Bakery, Dallas, and Mr. Scott.

Members of the executive committee appointed are: Mr. Carence; F. W. Birkenhauer, Wagner Baking Corp., Newark, N.J.; Thomas L. Awrey, Awrey Bakeries, Detroit; L. E. Caster, Keig-Stevens Co., Rockford, Ill.; J. Roy Smith, Smith's Bakery, Mobile, Ala.; Mr. Kilpatrick; Ernest L. Southwick, Farm Crest Bakeries, Inc., Detroit; Arthur Vos, Jr., Macklem Baking Co., Denver; Ralph D. Ward, Drake Bakeries, Inc., Brooklyn, and W. J. Coad, Jr., Omar Baking Co., Omaha.

Members of the ABA board of gov-

ernors selected as members of the board of directors of the American Institute of Baking are: Mr. Southwick; Raymond K. Stritzinger, Continental Baking Co., New York, and Mr. Vos.

Several changes in the association by-laws were approved by the membership. In some cases, individual paragraphs will be reviewed for suitability and some minor changes may be made at a later date; in essence, the by-laws changes will:

Make all past presidents and chairmen of the association governors-at-large so long as they continue to be actively engaged in the baking industry.

Increase the number of elected governors from 60 to 71, composed of 39 regional governors, 20 branch

governors, and 12 governors-at-large. Presently, there are 32 regional, 19 branch, and 9 governors-at-large.

Limit the number of nominees in a branch or region to the three receiving the greatest number of nominating votes, and in the case of the wholesale bread branch, the five receiving the greatest number.

Provide for election each year of a nominating committee from the board. This procedure has been followed each year, but has not been formally prescribed by the by-laws. No member of this committee could serve two consecutive terms.

Provide for election of majority directors of the American Institute of Baking for which vacancies exist. Although this is an annual duty of the governors, it has not been spelled out in the by-laws.

Provision to permit the executive committee to elect its own chairman; otherwise the chairman of the board to become chairman of the executive committee.

Increase the quorum of the board of governors from 27 to 32; that of the executive committee from 6 to 7.

Technical changes in other articles will be made where necessary for consistency. A map showing the new regions adopted by the association appears on page 16.

—BREAD IS THE STAFF OF LIFE—

### SALES REPRESENTATIVE

PITTSBURGH—Edward F. Boyle has been appointed sales representative for Fabricon Products, Inc., in western Pennsylvania and western West Virginia, according to an announcement by R. D. Halford, Fabricon sales manager. Mr. Boyle was transferred from the general office of the company, located in River Rouge, Mich., to the Pittsburgh office one year ago. Mr. Boyle takes the place of Allan D. Stevenson, who died recently.



William M. Clemens  
ABA Treasurer



Harold F. Fiedler  
ABA Secretary

### ABA BRANCH SECTIONS ELECT OFFICERS

The separate branches of the American Bakers Assn. elected new officers of the sections during the recent ABA convention in Chicago. They are:

**WHOLESALE BREAD**—William E. Maler, Maler's Bakery, Reading, Pa.

**HOUSE-TO-HOUSE**—Dick Donaldson, Donaldson Baking Co., Columbus, Ohio.

**WHOLESALE PIE**—Nathan R. Rogers, Paradise Baking Co., Brooklyn, N.Y., reelected.

**MULTI-UNIT-RETAIL**—L. Carroll Cole, Cole Bakeries, Inc., Muskegon, Mich., chairman; Robert C. Awrey, Awrey Bakeries, Detroit, vice chairman.

**YOUNG EXECUTIVES COMMITTEE**—Richard O. Worland, Dietzen's Bakeries, Inc., Kokomo, Ind.



## General Sessions

(Continued from page 14)

dustry can be cleared—cleared by the information so lacking today.”

Third, Mr. Slater envisioned a statistical center capable of supplying current and accurate information about the costs and other related facts and policies so important for the industry in dealing with public and private groups.

“To accomplish these objectives,” the speaker outlined, “it is necessary to assemble more information about the industry than has ever been gathered by any group other than government investigating agencies. This means that the success of the economic and statistical study depends on the cooperation of the firms in the industry.”

Basic reason for the study was given by Mr. Slater: “Industry leaders have often been handicapped by a lack of factual information which limits the kinds of statements they can make, and proof so often required was simply not available.”

Fred L. Cobb, Cobb's Sunlit Bakery, Green Bay, Wis., chairman of the Baker-Miller Relations Committee, appeared on the rostrum during the morning session to outline the progress being made between the bakers and their opposite numbers in the Millers National Federation in the field of sanitation. Praising the history of inter-industry cooperation since the formation of the committee short years ago, Mr. Cobb noted the disappearance of secondhand bags, the uniform flour contract, and increased sanitation in boxcars as triumphs of baker-miller cooperation.

“The baker has as much right to receive his flour in sanitary containers as the housewife has to expect a clean product,” Mr. Cobb said as an introduction to his comments of the progress toward cleaner freight cars in grain and flour transport. Railroads are cooperating with the milling and baking industries in experimenting with fiber glass between car ends and liners, the speaker said, as well as with other constructions designed to eliminate harborages.

### March to Sanitation

The march toward perfect sanitation from field to table is a long one, Mr. Cobb said, but it is coming along, as is evidenced by the fact that one large baking company found it necessary to reject 104 cars of flour in 1950 for infestation; this year only 12 have met that fate.

Dr. Robert E. Wilson, chairman of the board, Standard Oil Co. of Indiana, Chicago, placed another brick in the wall protecting free enterprise against invasion with his outline of “strategy for true liberals.” Dr. Wilson classified the various assaults on

the American way of life as a “revolution by nibbling.”

Saying that revolution by violence is not our real danger, Dr. Wilson said that the “nibbling” is already far along.

“The power of actual communists is dwindling as their masks are torn off, but that of socialistically inclined bureaucrats and politicians is steadily increasing,” the speaker noted. This occurs, “Every time they expand the government payrolls or subsidy lists, or increase the possibilities for lazy recruits and votes. Before it is too late, the people of the U.S. must wake up and stop the fatal use of their money to buy votes instead of production.”

Further discussing the encroachments of this “nibbling program” on the walls of freedom, the speaker outlined the strategy for true liberals: stop running to the government for help, or to complain about competitors; keep everlastingly on the job of selling our free enterprise system.

During the afternoon of Oct. 20, members of the American Institute of Baking at the annual meeting held at the institute heard reports of two years of expansion of the institute activities in its new headquarters. It was two years ago Oct. 15 that 700 members of the baking industry gathered in the courtyard of the building for its dedication.

The progress of institute work, and the continually expanding use of its modern facilities formed the basis of an hour-long program which was presented at the meeting. Staff members of AIB including Howard C. Hunter,



**ABA AREAS CHANGED**—In order to provide more equitable representation on the American Bakers Assn. board of governors for Southern areas, the number of regions has been increased from 22 to 24. Regions 23, covering Florida and Georgia, and 24, covering Mississippi, Alabama and Louisiana, will each have one governor.

president; William B. Bradley, scientific director; Robert W. English, director of education; Louis A. King, Jr., director of sanitation; Donald F. Meisner, director of laboratories; Ellen H. Semrow, director of consumer service, and Ruth Emerson, librarian,

reviewed the purposes of the institute as related to the three areas of its function: education, research, and service. A continuous color film was used to flash onto a screen pictorial representations of major points as they were discussed by the speakers.

The Oct. 21 sessions were given over to branch session meetings. For the final day of the convention, ABA governors and members gathered in the grand ballroom to hear the convention's climax—to be told that bread and the industries which cooperate in getting it to the nation's table are playing a part in international finance, nutrition, and even peace.

Louis Bromfield, noted author, lecturer and agriculturist, told the large group of bakers that their basic ingredients are the foundation of the substances “known as meat and poultry and milk and eggs which, together with wheat, form the foundation of the American diet—the finest, cheapest and the highest in proteins of any diet in the world.”

“Very few citizens, I think even begin to understand the importance of agriculture to the whole of our economy,” Mr. Bromfield said. “Few people realize that our national investment in agriculture is much greater than the whole of our investment in industry, an ignorance which is understandable in a nation whose industry produces more than all the rest of the world put together.”

“Few people realize that something more than 50% of our population derives its income, wages and consequently its purchasing power from a base of agriculture.”

(Continued on page 73)

## ABA Convention Sidelights

Approximately 50 allied tradesmen were on the New York Bakers' Special, which came out as part of the Advance Commodore, leaving New York Saturday afternoon. Arrangements for the accommodations were made by Claude A. Bascombe, Standard Brands, Inc., and secretary-treasurer of the Allied Trades of the Baking Industry. As usual, it was a pleasant trip, and those on board thoroughly enjoyed it. Bakers and allied tradesmen from New England, Philadelphia and other eastern markets came out individually in time to attend the various group sessions in which they were interested.

W. M. Clemens, Jr., Trausch Baking Co., Dubuque, Iowa, and Mrs. Clemens observed their wedding anniversary during the convention—Oct. 21.

Most of the staff of the American Institute of Baking and the Bakers of America Program was on hand along with the ABA staff to make the convention more comfortable for the visiting bakers and allied trades.

Members of the Allied Trades of the Baking Industry manned a special ATBI section set up in the registration room, pinning the orange allied trades banner to badges of members, and taking application for membership.

Members of the Bakers Courtesy Club of Chicago were on duty as usual as a service to convention delegates. The club's call board offered

one of the best channels of communication during the convention.

For the first time in the history of the baking industry, a convention session was started ahead of its scheduled time. Robert H. Jennings, Jr., Palmetto Baking Co., Orangeburg, S.C., serving as chairman of the wholesale bread branch, opened the branch session 20 minutes ahead of its scheduled time on the afternoon of Oct. 21.

Around 700 bakers, allied tradesmen and their wives and guests attended the annual bakers party the evening of Oct. 21 in the Grand Ballroom of the Sherman Hotel during the ABA convention in Chicago. Dinner, dancing, entertainment and awards were dispensed with a lavish hand. Entertainment was provided by Lou Breese and his 14-piece band, and a surprise appearance was made by Jerry Murad and his famous Harmonicats. Featured speaker of the evening was Edward Arnold, star of stage, screen and radio.

William E. Derrick, New York, vice president of the Standard Milling Co., flew from the convention to California to join his wife there for a vacation. They returned directly from there to their home in New York.

Attesting to the popularity of the Hospitality Bar set up in the quarters of the Bakers Club of Chicago during the recent American Bakers Convention at the Sherman Hotel,

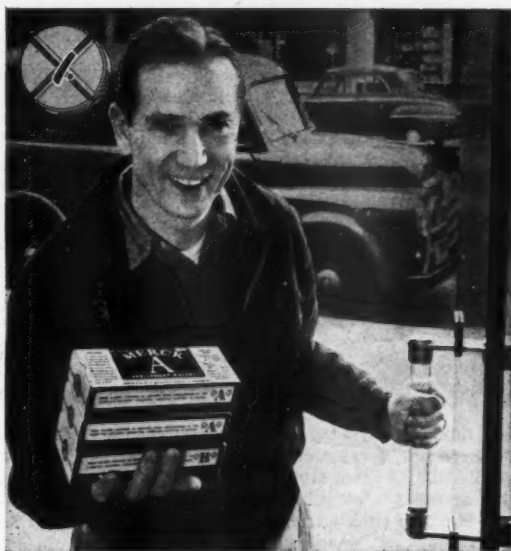
(Continued on page 74)

### COVERAGE OF AMERICAN BAKERS ASSN. MEETING

**CHICAGO**—Editorial coverage of the annual convention of the American Bakers Assn., held at the Hotel Sherman here Oct. 18-22, was handled by the following staff members of The American Baker: W. E. Lingren, F. W. Cooley, Jr., and Donald Neth, Minneapolis; Don E. Rogers and H. S. French, Chicago, and Wayne G. Martin, Jr., New York.

### 1,341 ATTEND BAKERS' CONVENTION

**CHICAGO**—Final registration for the American Bakers Assn. annual convention here Oct. 18-22 totaled 1,341, compared with a registration of 1,402 last year.



## 3 SOUND REASONS FOR SPECIFYING



### 1. FOR CONVENIENCE—

Available quickly at any time.

### 2. FOR SPEED—

Disintegrate rapidly, enabling you to meet close production schedules.

### 3. FOR RELIABILITY—

Sturdy, satin-finish wafers resist chipping and dusting. The exceptionally fine particle size of ingredients disperses completely throughout the dough. These advantages assure *accurate* and *uniform* enrichment.

Round Merck Enrichment Wafers conform to minimum levels recommended by the Scientific Advisory Committee of the American Institute of Baking. Their enrichment content is rigidly controlled by Merck—pioneer in the research and production of vitamins for almost two decades. Ask today for a supply of *round* Merck Enrichment Wafers.



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# The Photographic Spotlight



**AT ABA CONVENTION**—During the annual convention of the American Bakers Assn. in Chicago recently, two native Iowans, who rose this year to the office of president in their respective organizations, greeted each other. They were: Paul Gerot, president of Pillsbury Mills, Inc., Minneapolis, and E. E. Kelley, Jr., president of the ABA. Mr. Gerot was born near Riverside, Iowa, Mr. Kelley near Mason City. In the center picture are Ray Milland,

featured in the Hollywood Star Playhouse with Claire Trevor; Robert Woods, Wood's Bakeries, Evanston, Ill., and L. E. Caster, Kelg-Stevens Baking Co., Rockford, Ill. At the right, F. W. Birkenhauer, Wagner Baking Corp., Newark, receives a citation from James Henderson, Case Moody Pie Corp., Chicago. Mr. Birkenhauer was honored by the National Association of Wholesale Pie Bakers as "dean" of the industry.



**ABA CONVENTION SCENES**—At the left above, F. W. Birkenhauer, Wagner Baking Corp., Newark, is shown again as he is honored by the pie bakers, represented here by Nathan R. Rogers, Paradise Baking Co., New York. (Center) Claire Trevor and Ray Milland get acquainted with the "Poor Boy" sandwich. Presenting the huge sandwich are Gordon Smith, Smith's Bakery, Mobile, Ala., who has been an ABA member for nearly 50 years, and Andreas Reising, Sunrise Bakery, New Orleans, president of the Tri-State Bakers Assn. Miss Trevor and Mr. Milland co-starred in the NBC network

show "Hollywood Star Playhouse" broadcast from the hotel during the convention. A "Po' Boy" is made by slicing a loaf of French bread lengthwise, using ham, crabmeat, cheese or other items as the filling. The sandwich is said to have originated in the depression, when a 15-in. long sandwich could be had for 10¢—a good meal for a "poor boy." (Right) E. E. Kelley, Jr., president-elect of the ABA; J. Roy Smith, ABA president; Jack Johnstone, radio producer of Hollywood Star Playhouse, and Curtiss H. Scott, ABA chairman.



**GENERAL SESSION PERSONALITIES**—Some of the prominent figures appearing on the general session programs during the American Bakers Assn. convention are shown above: Dr. Richard B. Heflebower, chairman of the economics department, Northwestern University, Chicago; Charles C. Slater, in charge of the baking industry economic study at N. U.; William

M. Clemens, Trausch Baking Co., Dubuque, and ABA treasurer; Edward Arnold, motion picture star appearing at a session to read "Bread Is Life," and Fred Weberpals, H. C. Bohack Co., Brooklyn, president of the American Society of Bakery Engineers, who spoke before the Oct. 22 general session, bringing a message to the ABA from the ASBE.





Robert H. Jennings, Jr.

*"The problem of stale bread returns is the most vicious and voracious profit destroyer facing wholesale bakers today."*



Carl P. Schmidt

*"The lack of profits in the wholesale bread baking industry has become a tragic thing . . . don't buy back your own bread."*



Arthur Vos, Jr.

*"Each stop on a bakery route costs \$2.09 . . . a sale of 14.9 loaves of bread at each stop is necessary to break even."*



E. J. Sperry

*"The average of stale bread returns in 1951 was 3.8% . . . total losses amounted to approximately 68 million dollars."*

## Stales, Distribution Costs, Merchandising Hold Attention of Wholesale Bread Bakers

A unique presentation on "solving tomorrow's problems" and a question-and-answer session featuring five industry experts were features of the wholesale bread branch session held in the grand ballroom the afternoon of Oct. 21.

Serving as chairman of the session was Robert H. Jennings, Jr., Palmetto Baking Co., Inc., Orangeburg, S.C. Mr. Jennings opened the session which was devoted to the solution of operational problems in the wholesale segment of the baking industry by citing that the problem of stale bread returns is the "most vicious and voracious profit destroyer" facing wholesale bakers today.

"By June of this year the terrible specter of stale bread returns throughout our nation had grown to the point where without exception the majority of those men of influential position were beating the drums of danger for all those who would listen," Mr. Jennings pointed out.

Before the serious problem of stale bread returns was analyzed, the group heard a discussion of "profits" by Carl P. Schmidt, Schmidt Baking Co., Inc., Baltimore.

"Any mention of the word 'profit' in connection with the wholesale bread baking industry certainly eliminates any possibility of good humor," Mr. Schmidt said, "for the lack of profits in our industry has become a tragic thing."

Mr. Schmidt pointed out that this lack of profit is not peculiar to any type or size of bakery, but that declining profits are the case with the largest of the corporations and the smallest of bakery operators. He cited the need for business administration in the bakery that would produce its profits from increased efficiencies, reductions of waste and preservation of the assets of the bakery.

"The last frontier of profit is to be found in controllable waste and efficient management," he said, "rather than reliance on the natural trends of the bread business."

Mr. Schmidt stressed the importance of educating bakery workers in the operations of machines. He pointed out that untrained and careless employees actually have their "fingers deep into the pocketbook of management" and either bakery management must train and educate these employees or bakery management will eventually fail to sleep nights.

Mr. Schmidt stressed the importance of solving the problem of stale bread returns. He urged the wholesale bakers to avoid becoming their own best customers by buying back their own stale bread. He suggested that the bakers control stale bread returns by instituting planned educational courses for employees and control systems which would serve to minimize this profit-decreasing problem.

The control of distribution costs has become one of the most important steps in the production of profits, Mr. Schmidt pointed out.

"We have found great profits in our handling of distribution costs for we have found that watchfulness and care, with the keeping of adequate records, and the training and education of these men connected with our distribution costs, can pay off with the regularity of the slot machine," he reported.

Mr. Schmidt said that there are over 1,100 places in a bakery where waste and loss can occur. It is not difficult to find a few of these without great effort, he said, and once these points of waste or loss have been found it is conclusive that the elimination of these points is not too difficult.

The importance of uniformity in

baked products was stressed by Dr. Oscar Skovholt, Quality Bakers of America, New York.

"It is far better to have uniform medium quality than to vary from poor to excellent since a standard is established in the mind of the consumer," Dr. Skovholt said. "Any variation from the expected quality leads to dissatisfaction and the possible loss of the customer."

Ingredients are an important factor in determining the quality of baked products, Dr. Skovholt pointed out. He cited the importance of flour in the operation of a bakery and recommended that a baker keep in mind that no two flours are exactly alike, even though they may be identical in results of chemical analysis.

A laboratory check on the quality and characteristics of ingredients is of considerable value in maintaining uniformity, Dr. Skovholt said. He pointed out that all bakery equipment must be in good condition and be well maintained.

"Nothing is gained by having good ingredients if a dough is ruined in processing," he said. "Most important of all in maintaining uniformity is to have men in charge of production who really know the business and who love their job. It has been found that bakers who regularly produce bread of uniformly highest quality invariably have a production superintendent or a capable foreman who almost lives in the mixing and fermentation rooms."

Dr. Skovholt reminded the wholesale bakers that the "consumer is the boss" and he urged them to take every possible step to insure that the product in the home is as nearly uniform as humanly possible.

A discussion of five major problems in a wholesale bakery's operations was the final feature of the branch session under the direction of E. J. Sperry, Sperry's "Personal

Opinion," Chicago. In introducing the presentation, Mr. Sperry listed the five problems which are in control of the employees of a bakery as follows: (1) Stale bread returns, (2) selling bread to supermarkets, (3) administration of bread sales supervisors, (4) distribution costs and (5) importance of point-of-purchase material.

### New Technique Used

The presentation was based on a technique first introduced at the Sperry School of Bread Salesmanagement. Four professional radio and television announcers took part in the presentation.

In the discussion of stale bread returns, it was pointed out that the average of stale bread returns in 1951 was 3.8%. This represents a .8% increase over 1950, or an increase of 320,000 stales a day. This increase in stale returns amounted to over \$14 million on the basis of material costs alone.

Total stales losses amounted to approximately \$68 million during 1951, according to the presentation.

### Stales Can Be Controlled

"It is obvious that those men who are in executive charge of the amount of bread that is placed in the markets are either not exercising proper controls on the amount left in individual grocery stores or they are wilfully overloading the market as an aggressive competitive measure," the presentation charged. "Yet, actual and positive proof can be brought to the effect that stale bread returns can be controlled to profitable limits without sacrificing the position of the baker in the market or risking a loss of bread sales."

The control system used by the Rochester (Minn.) Bread Co. was cited as an outstanding example of

(Continued on page 79)

# The Five W's of Cake Merchandising: Valuable Tips on Buying Habits

Following the theme of "Meeting Tomorrow's Problems Today," the wholesale cake branch of the American Bakers Assn. listened to the several of the most advanced thinking authorities on production, maintenance and merchandising in the baking industry during its Oct. 18 meeting.

Opening the program was Carl G. Denton, Farm Crest Bakeries, Inc., Detroit, chairman of the cake branch. He introduced the ABA president, J. Roy Smith, Smith's Bakery, Mobile. Mr. Denton explained that constraining government influences and rising costs led to the preparation of the program, which stressed prior planning.

Chairman of the morning half of the program was William C. Kollman, Continental Baking Co., New York. Progressive management, he said, must ever be on the alert to find methods of reducing costs without impairing the quality of the merchandise.

The first formal speaker on the morning program was Arthur G. Hackett, Drake Bakeries, Inc., who discussed the various properties of liquid and dry sugars. He listed several advantages of liquid sugar. Liquid sugar has been acknowledged commercially in important quantities only recently, he said. However, the first quarter of 1952 usage by bakers showed an increase of 62% over 1951, whereas the over-all industrial sugar usage for 1952 for the same period showed an increase of only 13.2%.

Liquid sugar has many advantages, the speaker said. It results in cash savings in purchase price. It eliminates back-breaking labor with resultant savings in materials handling costs. It is convenient and easy to use. In fact, it is as easy as opening a water spigot, continued Mr. Hackett. It cannot be surpassed in sanitation, he said. The entire system is enclosed and no foreign material can enter. It eliminates waste. Liquid sugar is deposited directly into the batter from a tank through a pipe system. There are no bags to break, no spillage in

handling and therefore no waste. It results in better inventory control because of the totalizing meter and the ease of determining quantity on hand. There are no bags to count, invert can be introduced in bulk at a saving in price and labor and elimination of handling another ingredient. Liquid sugar gives a rich crust color without any sugar spots. Through the convenient means of controlling the temperature of liquid sugar the temperature of the entire batter is uniformly maintained. Regardless of the surrounding atmospheric temperature or the temperatures of the other cake ingredients, a uniform quality cake can be consistently made, concluded Mr. Hackett.

Following Mr. Hackett was Peter G. Pirrie, editor of Bakers Weekly, New York, who plugged for a program of preventive maintenance in a bakery. Such a program, he said, is economically sound, since it will keep costly equipment functioning properly, and the finished product will be better.

## Preventive Maintenance

He listed seven major parts of an effective maintenance program. (1) Management must understand what it is. (2) A system must be devised to keep records. They are essential to a successful maintenance program. (3) Personnel must train themselves or be trained to understand the fundamentals of machinery. (4) Management and personnel must understand what effect on the finished product a poor maintenance program can have. (5) Personnel should have the proper requirements. (6) Personnel must have proper tools. (7) Management must be sincerely interested in such a program.

## Relaxed Controls

Joseph M. Creed, ABA counsel, Washington, D.C., the next speaker, discussed "Cake Pricing Under Ceiling Price Regulation No. 135." Relatively few problems have arisen under CPR 135, Mr. Creed said. Price changes of sweet bakery products need not be reported to OPS under CPR 135. Mr. Creed observed that as the situation is now, the baking industry can look forward to further relaxation of restrictions and controls as contrasted with the outlook at this time last year. Judging the problem solely on the basis of conditions of supply and demand, he said, and the economic outlook for next year, it would appear that the necessity for practically all price controls will be erased.

Some unscheduled activity occurred when a motion was passed urging that the ABA executives protest to the OPS over the handling of sugar and raisins. Sugar quotations set up by the U.S. Department of Agriculture are too low, it was thought, and this will cause bakers to pay needlessly high prices. Also, a big part of the raisin crop is being allocated for the school lunch program, which will force prices up. Ralph Ward, Drake Bakeries, Inc., Brooklyn, proposed the motion.

Donald M. Meisner, director of laboratories, American Institute of Baking, Chicago, closed the morning ses-

sion with an address on "Taste Testing for Quality Control."

"The products of the baker are sold on the basis of nutritive value, wholesomeness, flavor, economy and convenience," he maintained. "Many of the foods, however, compete with bakers' products in providing nutrition, wholesomeness, low cost and convenience. Thus, it is flavor that becomes the final basis for selection. Foods must taste good if they are to be eaten."

The flavor of a bakery product is made up of a number of components. Flavor is contributed by the basic ingredients. Additional flavor may be built in by the process of fermentation. Flavor is developed in the oven by the chemical reactions between ingredients brought about by the baking temperature. It is enhanced by the addition of fruits, nuts, spices and flavor extracts. The achievement of proper balance results in a pleasing product of high acceptability. The wide variety of materials, many of which are present in only the most minute quantities, make up true flavor.

Because of this fact it is almost impossible to analyze chemically for flavor and some alternative method must be used to establish its quality. The development of taste-testing panels for the analysis of flavor affords a solution to this problem.

## Taste-Testing Panels

Panels are extremely useful in maintaining quality control. For example, it can be determined if a change in processing or a change in an ingredient will alter the product flavor. This is usually done by triangular testing—the presentation to panel members of three samples, two of which are the same and one of which is different. If the panel members can select the odd sample consistently, then a difference exists. If the selection of the odd sample is by chance, only then no difference exists and the change may be introduced without fear of a change in flavor.

Testing panels can serve as a useful guard in improving the flavor quality of a product. If the panel is sufficiently large and selected with care it can indicate the preferences of the consuming public.

The taste-testing panel should not be too small, and need not be large. Usually a panel of 6 to 10 members will be adequate to detect off-flavors due to contamination and different flavors due to new ingredients.

During the afternoon, "The Five W's of Cake Merchandising" were discussed by a panel, composed of Clifford W. Isaacson, Continental Baking Co., New York, with "Who Determines Cake Quality"; Ivan Hill, Ivan Hill Advertising Co., Chicago, "What Makes People Buy"; George F. Probandt, Farm Crest Bakeries, Inc., Chicago, "Where Do People Buy"; Lawrence J. Nieman, Purity Bakeries Corp., Chicago, "When Do People Buy," and Fred C. Clarke, E. I. DuPont de Nemours Co., Wilmington, Del., "Why Do People Buy."

Preceding the panel speakers, Ellen Semrow of the consumer service department of the American Institute of Baking, Chicago, pointed out that

the AIB has done much to publicize cakes in the last year through consumer education channels. She announced that a new booklet, entitled "An Invitation to Dessert," which features cakes, is expected to be off the presses by Dec. 1.

Chairman for the afternoon session was William Hagenmeyer, International Milling Co., Detroit. The first panel speaker, Mr. Isaacson, said that all segments of the baking industry determine cake quality to some extent, including management, shop employees, driver salesman, grocers and the customer.

Mr. Hill listed the quality of a product as one of three important factors in the motivation of buying. However, he said that one should not consider quality as though it means the same thing to one manufacturer or baker as it does to another, or the same thing to one's customers as it may mean to one's self.

Surveys have shown, he said, that quality of product is not the most important point of appeal to either the retailer or consumer. Consumers and retailers have learned to accept a sufficiency of quality as the starting point for any brand name item. What we have scarcely begun to realize, however, in the food field and especially in the baking industry, is that a little extra quality above this basing point quality is not very meaningful in terms of increased sales or greater consumer satisfaction.

Too many bakers, he said, do not realize that compromising with quality—making a product just a little bit better—using lots of butter for example, but using 89 score cooking grade instead of 92 or 93 score—is simply a waste of money.

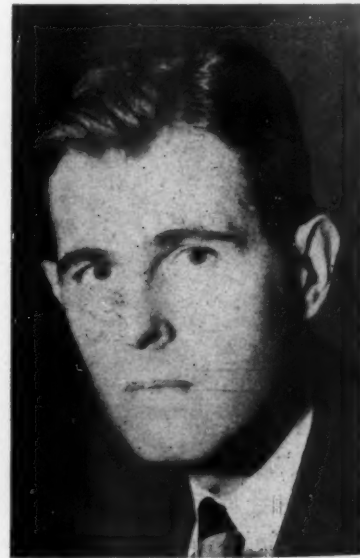
What makes the consumer really buy your cake is a tremendous difference in quality—not just a token difference. The consumer must be able to tell with the very first bite that here is a cake that couldn't be better.

Mr. Hill listed advertising as an

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Carl G. Denton  
Leads Cake Program



Joseph M. Creed  
Cake Pricing Under OPS





Louis A. Kling, Jr.

*"Sanitation has no strict line of demarcation from quality control, production, or engineering maintenance."*



Don F. Copell

*"We must assume that whatever we do today is wrong; there must be better ways of doing almost everything."*



F. W. Birkenhauer

*"You are going to have a 5-day week and like it. . . . I don't believe in fighting a trend to exhaustion."*



Nathan R. Rogers

*"Statistics indicate that the pie baker has made practically no sales progress since the turn of the century."*

## A Plan of Action for Improving Their Business Sparks Wholesale Pie Bakers

Nathan R. Rogers, Paradise Baking Corp., New York, was chairman of the wholesale pie branch session, which was attended by about 50 persons. A highlight of the day was a luncheon honoring F. W. Birkenhauer, Wagner Baking Corp., Newark, as "dean of the pie business."

At the session Mr. Rogers was re-elected president of the National Association of Wholesale Pie Bakers. Also renamed were the members of the executive committee—James Henderson, Case-Moody Pie Corp., Chicago; A. R. Noelte, Case-Moody Pie Corp., Chicago; Dave Froelich, Fasano Pie Co., Chicago; John W. Nasikas, Real Pie Bakers, Inc., Pittsburgh; Paul Denny, Paul's Pie Bakery, Houston, and Elliot Westin, Paradise Baking Corp., New York.

Don F. Copell, Wagner Baking Corp., Newark, was named vice president, succeeding Roy N. Schoening, Yung & Mueller Baking Co., St. Louis. Lawrence Fasano, Fasano Pie Co., Chicago, was elected secretary-treasurer, to succeed Dean G. Manesiotis, Real Pie Bakers, Inc., Pittsburgh.

In his welcome address, Mr. Rogers noted that the commercial pie business has not kept pace in sales progress with other segments of the baking industry.

"The main reason for this unbelievable condition," he said, "is the fact that the pie men, by their own acts, have not done anything to create a greater desire for the consumption of our national dessert. The pie men are price conscious where they should be quality conscious."

He deplored the lack of intelligent action to obtain an equitable sales price for pies when costs of labor and materials rise.

### Lowering of Quality Hit

"Instead our people have found it more expedient to cheapen the product by the use of less expensive ingredients," he said. As a result, the

public switches its preference to other types of desserts.

Mr. Rogers strongly recommended the pie bakers eliminate this "tampering with quality." Consignment selling, with the resultant return of stales, also came under attack by Mr. Rogers.

"The loss of profit is only secondary to the fact that this likewise provides an opportunity for the service of pies to the public which have been out of the oven for several days," he said.

His formula for the pie business included intelligent leadership, co-operation and the application of the basic principles of economics. These in combination, he said, can make an appreciable change in the statistics of the industry.

"The pie business is here to stay," he said. "It is for us to decide whether we shall remain stagnant or whether we shall accept the opportunity of tapping this enormous potential market."

Clifford Webster, Bakers Review, New York, reported on a study of cost trends and displayed charts showing sales. He said that the cost of ingredients declined 1 1/4% this year.

He also told the group about a survey of 300 consumers, which was conducted by his publication. Thirty-eight per cent voiced an objection to pie crusts, 13.4% criticized thickening agents in fillings, 10.8% thought fillings were too skimpy and 27% had no objections.

Members of the group voted to continue their cooperation with the preparation of cost and sales trends.

### Food Poisoning Project

Mr. Westin spoke briefly about the association's activity with the staphylococcus food poisoning project, and stated that the response for this project during the year was excellent.

G. M. Dack, director of Food Re-

search Institute, University of Chicago, followed with a complete report on progress of the project. It has been broadened during the year by aid given by agencies outside the food industries. Dr. Dack reported that the U.S. Department of Agriculture has made available a tank production method to permit expansion of production of enterotoxin. This will permit production of a sufficient amount of poison to study chemically.

The Atomic Energy Commission, in an attempt to find commercial uses for fission products, is supporting a study to determine whether radiation will affect the ability of food poisoning staphylococci to produce enterotoxin, and to determine whether radiation will destroy enterotoxin.

Dr. Dack also stated that another laboratory has published some work indicating that combinations of some of the antibiotics may inhibit the growth of food poisoning staphylococci. One of the manufacturers of antibiotics currently is cooperating with the laboratories.

However, Dr. Dack said that if antibiotics or additive chemicals in the foods should prove helpful in the control of staphylococcus food poisoning, then much work would have to be done before they could be added to foods. Tests also would have to be made to determine if the staphylococci are resistant to the additive. The effect of the additives on man also would have to be charted.

Dr. Dack reported on advances being made in bringing the toxin nearer to the goal of purity. Tests indicate that the purest preparations contain at least four different components, and large quantities of partially purified toxin are needed to work out new methods for further purification, he said.

The association voted to continue support of the project during the coming year, and Mr. Westin was

renamed chairman of the solicitation committee.

Monroe Boston Strause, representing the California Raisin Advisory Board, told the group "the story of a raisin pie." He recounted that the popularity of raisin pie has declined, and said that what was needed were raisins in a new dress with changed appearance and new eye appeal. Designed to fit this formula is the golden raisin pie, currently being promoted in the Chicago area. The pie can be made with raisins alone, or in combination with other fruits. The promotion is off to a good start, Mr. Strause said.

Carl Rupe, Pineapple Growers Assn., and H. R. Ohleyer, J. Walter Thompson Co., San Francisco, appeared to explain the current pineapple promotion, part of which is being designed for the baking industry. Mr. Rupe explained the background of the association, and brought the pie bakers up to date on the promotion. Mr. Ohleyer showed reprints of advertisements appearing in the national magazines and displayed other materials, including point of purchase materials.

### Work Smarter

Mr. Copell advised the group "Don't work harder—work smarter" in a talk that stressed work simplification.

"We must drop the idea that we in the pie business are different and changes come slowly," he said. "Changes must be fast. The greatest stumbling block in the pie business is the human being who resists changes and resents criticism."

Mr. Copell showed a film to illustrate the techniques of work simplification. He called it the philosophy of taking the complex science of industrial engineering and simplifying it so that every employee can be guardian of his own efficiency.

Neil H. MacEwen, National Starch

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**ABA BRANCH SESSIONS**—Meetings of the various branches during the American Bakers Assn. convention were well-attended—shown above are some of the speakers at the sessions. Left, at the wholesale cake session, Donald F. Meisner, American Institute of Baking, Chicago; Arthur G. Hackett, Drake Bakeries, Inc., Brooklyn; William C. Kollman, Continental Baking Co., New York, and Carl G. Denton, Farm Crest Bakeries, Inc., Detroit. (Center) Frank Rushton, George Rushton Baking Co., Wichita, Kansas; James Henderson, Case-Moody Pie Corp., Chicago; Paul Denny,

Paul's Pie Shop, Houston, Texas; Dean G. Manesiotis, Real Pie Bakers, Inc., Pittsburgh, and Nathan R. Rogers, Paradise Baking Co., New York, at the wholesale pie branch meeting. (Right) Fred Stella, Stella Baking Co., Danville, Ill.; L. O. Hamilton, White Baking Co., Indianapolis, Ind.; John Lowenberg, Lowenberg Bakery, Inc., Ottumwa, Iowa; Thomas B. Schmidt, Capitol Bakers, Inc., Harrisburg, Pa., and Herbert Ungles, Ungles Baking Co., Des Moines, at the young executives branch meeting, which was one of the more well-attended meetings.

## Young Executives Urge an Enlightened Plan for Building Employees' Security, Morale

A capacity crowd filled the meeting room during the young executives session, gathered under the chairmanship of Lucius O. Hamilton, secretary-treasurer of the White Baking Co., Indianapolis, Ind. Following Mr. Hamilton's introduction to the general subject of the program—employee relations—Mr. Hamilton introduced Thomas B. Schmidt, Capitol Bakers, Inc., Harrisburg, Pa. Mr. Schmidt spoke on analyzing the things that present employees rate desirable to improve their jobs.

Pointing out that every man has his own set of values, Mr. Schmidt listed the following general items as heading the list of things employees rate important. They are:

- Fair wages.
- Security.
- Opportunity for advancement.
- Fringe benefits, such as pensions, insurance and vacations.
- Good leadership.
- Communication from management down through the ranks.
- Rewards for suggestions.
- Pleasant working conditions.

Mr. Schmidt then analyzed each item in the light of present day needs in the baking industry. He pointed out that labor costs do continue their upward trend relentlessly, "but we, rather than opposing the rise, should find ways and means to give employees as much or more as the highest skilled steel worker or auto worker," Mr. Schmidt said. "Then and only then will we have the right to demand the best for every hour worked."

Speaking of fringe benefits, the speaker pointed out that more and more such benefits are becoming conditions of employment that everyone automatically gets. "It's part of our trend toward socialism, where men no longer plan their own lives but are taken care of from the cradle to the grave."

"Since you have to offer these extras, take as much advantage of it as possible. Explain what it costs

you and the great savings to the employees," Mr. Schmidt said.

Later discussion on the floor brought out from several young executives the fact that very often the bakery must be very careful in taking out the benefits from the employees' paycheck, since they tend to regard their take-home pay as their total pay.

The speaker also called attention to the fact that a properly administered suggestion system not only builds morale but also pays off in dollars and cents to the employee and employer. He recommended that help in instituting such a program might be obtained from the National Association of Suggestion Systems, 122 S. Michigan Ave., Chicago 3, Ill.

"Building pride of product in employees," was the subject chosen by Charles Meyer, Jr., secretary-treasurer of Meyer's Bakery, Little Rock, Ark.

### Pride of Product Stressed

"Pride of product starts with pride in the company," Mr. Meyer said. "Begin to build it in the initial hiring interview by pointing out that the company is interested in the employees' financial and physical welfare. Employees are vitally interested in the fringe benefits being offered today—perhaps more so than their actual wages. Insurance, hospitalization, etc., are always good talking points and play their part in building pride in company."

Other morale factors are fairness and promptness in awarding promotions, guarding against internal problems and uneasiness, and the use of such items as service pins. Mr. Meyer said that at the July 1 anniversary of his company, employees with three, five, ten and fifteen years are given service pins. For those personnel with 20 years or over the service pin contains a diamond. The company also remembers new mothers and their babies with a letter from Mr. Meyer and a small gift. Birthday cards and Christmas gifts are also given; the company's prod-

ucts are not often used for these gifts.

"To build pride of product, we must build pride in self and family as well as job. Employees may build confidence in other employees and a joint confidence in the future will reap dividends."

In addition, it was suggested that civic endeavor on the part of the individual worker be encouraged, and it was mentioned that even this does its part in making the worker proud of his company and of his product, as does advertising.

"Its the oiling of the human machinery that makes the whole bakery run well," Mr. Meyer said. He pointed out that the knowledge of men is easily as important as the knowledge of machines.

"Analyzing the Things That Present Employees Rate Desirable to Improve Their Jobs," was discussed by John Lowenberg, Lowenberg Bakery, Inc., Ottumwa, Iowa.

"This problem of communicating company policies to employees," Mr. Lowenberg said, "has two parts, inter-related but nevertheless separate: The first is giving employees the feeling of top management, so they clearly understand what management is trying to do, through a planned program for carrying ideas, principles, ideals, policies and practices to all employees; the second: How to communicate responsibilities to the right people at the right time so that everyone affected by a directive will get the word."

"First, this matter of communicating ideals and policies. The size and scope of this problem varies with the size of the company, but the importance is as great in a small as in a larger firm. None of us can afford to have employees violating policies, misrepresenting products or using unethical methods or practices simply because they don't thoroughly understand our position on these things. Shops are too big nowadays for us to visit with our employees and communicate our ideals and our thinking on their welfare and on

the company welfare. The chain of command is involved and our job is to get this information to sift down through this chain of command to the janitors and stock men, and then get their reactions to sift back in reverse to the boss' desk.

"Some companies use a regular house organ to get across to their employees what the company is doing and what it stands for. This is no doubt good if it's well-edited and readable.

"Regular formal meetings of employees can be another part of a plan. Smaller group meetings with foremen or supervisors will serve the purpose better in some cases. Bulletin board postings are often used; here you can't rely on everyone reading the bulletins although keeping the board up to date and attractive will help in this. Suggestion boxes give employees the chance to voice their signed or anonymous opinions. Development of strong foremen and supervisors, imbued with the company spirit, is of great importance."

The second phase of communication, wherein certain employees have to be informed of a change in policy, or informed of their part or their responsibility in a change of routine, is also important, Mr. Lowenberg said.

"If some key person doesn't get the word they might be embarrassed sometime, with a disappointed customer, an unhappy employee, and loss of respect for management the result."

"Don't minimize the importance of the wives," the speaker said. He suggested that some information might be sent to the employees' homes, since it is always wise to have the employees' family on the company's side as an illustration of the fact that an informed employee is more likely to be a happy one. It is necessary to guard against the worker that misrepresents your company to your customer through carelessness, rudeness or mismanagement, he said.

The need for using the security and

(Continued on page 65)



**BREAD, MULTI-UNIT BRANCHES**—Solving tomorrow's problems in the mechanics of bread production and merchandising was the panel shown at the left above, a feature of the wholesale bread branch session during the American Bakers Assn convention. Left to right are: Robert P. Massie, Springfield Baking Co., Springfield, Ohio; Arthur Vos, Jr., Macklem Baking Co., Denver; Robert H. Jennings, Jr., Palmetto Baking Co., Inc., Orangeburg, S.C.; Einar Fossum, Rochester (Minn.) Bread Co.; Charles Meyer, Jr.,

Meyer's Bakery, Little Rock, Ark.; Cesar Medina, Holsum Bakers, Inc., Tampa, Fla., and E. J. Sperry, Sperry's Personal Opinion, Chicago. Shown at the right is the speakers' table of the multiple-unit-retail branch session, left to right: Thomas Awrey, Awrey Bakeries, Inc., Detroit; John S. Clark, Roselyn Bakeries, Inc., Indianapolis; Arthur E. Pile, Hough Bakeries, Inc., Cleveland; Thomas H. Flood, Burny Bros., Inc., Chicago, and William E. Powers, Burny Bros.

## Multi-Unit Retailers Hear Value of Advertising Cited in Concrete Terms

Around 60 multiple unit retail bakers were called to order in the Sherman Hotel the morning of Oct. 21 by John S. Clark, president of Roselyn Bakeries, Inc., Indianapolis, Ind., chairman of the group.

Speaking on the subject of advertising, Arthur E. Pile, Hough Bakeries, Inc., Cleveland, Ohio, said there is only one sound reason for any baker to be in business—to make money. By the same token, the one sound reason for advertising is to make more money.

"Whichever objective one has in mind when he advertises," said Mr. Pile, "he is applying to selling the same business practice he uses in production. One invests in modern automatic machinery to increase productive capacity and to cut labor costs. One insures his business. Yet, isn't it true that one's markets are much more vulnerable than his plant; and should one wonder if he should advertise?"

Mr. Pile then told the bakers the results of a survey which he made among multiple unit retail bakers by means of questionnaires. Twenty-nine bakeries replied out of 42 contacted. To summarize the results: 23 used city-wide newspapers, mostly once or twice a week; 10 used neighborhood or school newspapers; 12 used radio, six of them employed it daily; five used television; seven used direct mail; seven used package inserts; five used program advertising, which might be designated good-will; five used truck banners; two used billboards; one used public transportation cards. Twenty-eight out of 29 firms advertise features—no cut prices. Twelve of these 28 firms never advertise a price cut. Sixteen firms sometimes cut prices 5 to 10%; three cut as high as 15%; three 20% and one cut his specials 25%.

### Middle-of-the-Week Ads

Mr. Pile said that his firm uses Wednesday night's paper to advertise, because he feels that the large number of other food advertising scheduled for Thursday would bury his ad. This gives his firm a Thursday, Friday and Saturday opportunity for sales.

Breaking a newspaper advertise-

ment down, Mr. Pile said that illustrations go a long way toward making an ad outstanding. He believes also that prices of products should be mentioned prominently in copy, and that the description of the product should not be overdone. He also emphasized that the advertisements be backed up with quality merchandise.

How much should a baker spend on advertising? asked Mr. Pile. In his survey, mentioned before, 13 bakeries have no definite percentage of sales budgeted to advertising. Of the others: three budget 1% or less; seven spend 1½%; four use 2%; two use about 3%.

Mr. Pile advised that a baker should concentrate on one media in advertising. Otherwise, he said, costs will be out of line or the advertising will be ineffective because of the necessity of dwarfing space if several media are used.

He also maintained that the best and cheapest form of advertising is still word-of-mouth.

In concluding, Mr. Pile said that statistics tend to indicate that unusual opportunities are ahead for the baker. First, "more small fry are going to school and coming home hungry than ever before. The horde of 5 to 9 year olds is up 43.6%, and they love an after school snack. Second, 58% more women are employed outside their homes and outside their kitchens today than in 1940. Married women workers now outnumber single girls. There are 1,095 meals to plan and serve every year, and baked goods should be a feature of every one of them."

Thomas H. Flood, Burny Bros., Inc., Chicago, addressed the group on "merchandising at the point of purchase."

Frequently, he pointed out, credit for success in sales has been attributed solely to actual advertising, whereas in many instances analysis of results indicate that much of the success of an advertising or promotion program is due to proper employment of sound merchandising at the point of purchase.

By the same token, wherever and whenever advertising media do not produce the results expected of them,

the causes of failure can usually be found to stem from faulty or negligible use of proper merchandising at the point of purchase.

### The Role of Advertising

"If we examine the roles of other forms of advertising," observed Mr. Flood, "we'll find that basically their sole purpose is to drive the consumer to the store. What happens after that is entirely up to the media under discussion, which is merchandising at the point of purchase. The up-to-the-minute merchandiser spends a good deal of his time thinking up ways to get his products where they can be seen, admired, smelled and as often as possible, tasted." Bakers should realize, said Mr. Flood, that bakery products are unique in that they can be seen in their natural state ready to be eaten without further preparation. He also emphasized that window displays perform an important function in point-of-sale advertising.

In preparing a window, pointed out Mr. Flood, products in demand should be displayed. Next, he should consider timeliness, color and simplicity. The material should be correlated and he should have enough merchandise in the window.

In conclusion, Mr. Flood said: "There is nothing mysterious or magical about successful point of purchase merchandising. It is simply a matter of common sense with a good percentage of imagination serving as roll-in. Any advertising media may be used to get potential customers into the store, but if one finds that the cash results don't justify the expense, he should take a closer look at his point of purchase merchandising before sounding off about the fruitlessness of the advertising fraternity."

In his discussion of cost control, William E. Powers, Burny Bros., Inc., Chicago, said that the term is all-inclusive. There is no one thing that you do in your plant that does not effect the final results—either favorably or otherwise. He observed, however, that the time to keep a close watch on things is when they are going smoothly. If we do this, we are then prepared for emergencies.

In running a bakery, Mr. Powers observed, the main factor requiring cost control is raw material. The responsibility for buying this material is generally handled by one of the top men in the company, but how many bakers are actually familiar with the operations of the receiving department.

He asked several questions about formula cards. When did we look at them last? Are they up to date? Are the mixers following them? It is not unusual, he said, to find the mixing department failing to follow the formula, and that substitutions are being made which may or may not cost more than the original material. "Whenever practical, time studies should be taken on the major items produced, and an effort made to allocate plant burden. Consideration should also be given to packaging supplies used in the actual production of the product, such as cake circles, liners and one-time cake and pie tins," he said.

Overhead, Mr. Powers said, as it applies to plant operations, contains many factors requiring cost control. The sanitation department's payroll percentage to production or net sales should be given attention. The maintenance department should have a regular schedule for oiling and greasing. The rate of turnover of employees in the shop should be given attention, because it is expensive to break in new people.

Wrapping supplies form a major controllable item in selling expenses. Therefore, packaging methods should be reviewed from time to time. Are we boxing merchandise when it could be bagged? Are we using the right size boxes and bags, and are we using two bags when one would be sufficient? What is our method, if any, for training new sales help in the art of wrapping or packaging? We must be sure that the purchase is given to the customer in such a shape that she will get it home safely. On the other hand, we do not want to tie it so securely that the customer becomes irritated when untying it."

Mr. Powers also urged the adoption of some method to tie up pro-

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# Bread Is Life

**B**READ is the staff of man's existence.

Bread is wheat and wheat is earth, the good earth, the good black earth out of which comes man's food, his health, his vigor, his long life.

Out of the earth comes first a single green leaf, springing from the bursting sprouted seed that is the symbol of resurrection in all faiths and religions since the spirits of thought and faith were raised in man.

In that sprouting seed and tiny sword-like leaf lies the whole meaning of life.

Wheat and bread are a part of that cycle which is the law of the universe, the law by which we are born, live and die, the law by which we are here on this earth, the law by which we leave our children behind us . . . the great, eternal and beautiful law of birth, growth, death, decay and rebirth.

Of all of this the grain of wheat is the symbol.

Throughout history the bread by which we live has been a symbol. In ancient faiths bread has been a god and in many parts of the earth where life is hard and soil infertile, bread today is still a god.

Bread has made empires and the dearth of bread has caused famines and revolution and the decline and fall of great nations.

In many countries bread is the king of the table and all else that comes upon the table is merely the court that surrounds the king. The courtiers are the soup, the meat, the vegetables, the salad . . . but Bread is King.

If there is bread, all else falls into place . . . but Bread is the King and the Foundation.

Serving the Bread King since the beginning of time have been the Miller and the Baker.

Throughout the Roman Empire the Miller and the Baker were venerated. They were important citizens, for of all citizens it was the Miller and the Baker who provided the bread upon which life depended.

In the Middle Ages in Central Europe the Miller was not only venerated but feared as the man who harnessed the wild free streams and converted the long fields of wheat into the flour which the Baker used for his bread.

The Miller lived close to the earth and its abundance, close to the wild streams, to the forests. Some regarded him as a link between Man and the wildness of the Nature and the gods whom Man worshipped.

The Miller was half a god.

Who of us can say when bread first came into existence.

It is a story lost in the mists of time and tradition.

It began when the first forests were cleared away or the first black earth of the plains was torn up for the planting of wheat.

For the story of Bread is the story of civilization itself.

Bread began when the half-savage animals that were primitive man stopped roaming the wilderness, surfeited one day and starving the next, his shelter only the lonely, windy cave or a hut of dying branches.

With the coming of bread, man could know that he would eat because his food did not depend upon the vagaries of the chase.

With bread man could stop wandering and live in one spot and know

that he would eat the year round whether the chase was good or it rendered him nothing.

And so bread became the King to which all other foods were only courtiers.

And so man came to live in one place and families and tribes consorted together and at night around a fire they came to talk and to create growing languages, and to talk of things new and strange which were abstractions and ideas. The old fearful haunted life of the lonely swamps and forests came to an end and presently there were hamlets and then villages and at last great cities and all of them were founded upon bread, because the wheat could be harvested and stored and ground into flour and finally made into bread.

And the wheat could be stored in fat years to feed the people in lean years and it could be transported in the ships and galleys across rivers and seas from lands where the harvest was rich to frightened lands where it was meager.

When Rome was all the Western World, the galleys brought wheat from the northern rim of Africa, from the islands of Britain, from the fields of France, from the Syrian coast and the valley of the Nile, all to feed the great cities which grew up first in the Italian land and later along the Byzantine coasts.

When the ships could no longer sail the blue Mediterranean in safety, the great empire became torn with strife and famine and revolution until at last, when there was not enough bread, the state fell apart into the darkness of the Middle Ages when only refugees and the monks, scattered here and there in embattled monasteries, kept alive the skills of the men who grew the wheat and ground the flour and baked the bread.

Without these men and their skills all civilization could have perished and man could have fallen again into the state of the beast who lived only by hunting and killing.

In all art since the beginning of time, wheat and bread and the making of bread have been shown in paintings, in wall carvings, in picture writing and in sculpture. The head of bearded wheat has been a motif and a decoration on the shields of kings and great warriors. It has been carved in stone and wrought from gold to decorate the palaces of kings and nobles and rich merchants.

Today the sickle has gone from the harvest and in its place has come the great machine moving across great seas of golden wheat like a ship through the sea.

No longer does the rough millstone grind the flour.

In its place are great wheels and shafts driven by the power of the forces which the ancients feared and worshipped without understanding.

And the baker's shop is no longer a small dark cave in the narrow street bustling with people but a vast, airy, white palace in which the ground wheat is turned into bread.

And after ten thousand, fifty thousand years, bread is still King. He graces the tables of the rich and the poor alike for man with his skills and power has made the Bread King a part of the life of even the poorest citizen as well as a delicacy on the table of the gourmet.

Bread is the staff of Man's existence.

Bread is still King and will always be.

Bread is Life.

*Louis Bromfield*

A new and stirring contribution has been made to the literature of bread. Louis Bromfield's essay, "Bread Is Life," reproduced on this page, tells the powerful story of bread in a new and refreshing way. The piece was dramatically delivered to the recent American Bakers Assn. convention by Edward Arnold of Hollywood, and the large convention crowd hung on every word of the re-told story of the Staff of Life. \* \* \* \* The editors of The American Baker feel that the essay should not be allowed to die with the convention. The piece can be used in many ways of value by persons connected with the world of bread. To aid in this program, The American Baker is pleased to offer reprints of the essay on request, free of charge in quantities up to 100. Larger quantities are available at cost. \* \* \* \* Mr. Bromfield perhaps is best known as a novelist, but he is also a playwright and economist. He is both a gentleman farmer and a dirt farmer, and from experience gained through long residence on his acres at Lucas, Ohio, he has built the reputation of being one of our most authoritative and influential writers on agricultural economics. He calls his place Malabar Farm, and this is the title of one of his books. He is the author of "The Farm," an agricultural novel, and a book on "Agricultural Economics." In politics a Democrat, he has been sharply critical of New Deal farm policies.





In packaging, your product requires more than *just* coverage. It requires a container that assures the best protection for your product, the best acceptance of your product. Your Chase Salesman is technically trained to study your packaging requirements—and to recommend the specific container that is designed to meet your particular needs.



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- Multiwall Paper Bags, Single Wall and Duplex Paper Bags • Saxolin open mesh bags
- Cotton bags of all kinds • Lined and Combined bags, liners and specialties



*for Better Bags... Better Buy Chase*

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## Bakery Merchandising

# Your Christmas ✓ List

Every baker plans at length to capitalize on the holiday season as much as possible. In the rush to build business we often overlook many of the other Christmas factors which affect our customers, our employees and our friends. Here's a handy Christmas checklist of ideas used in past years that will insure every baking plant executive no lost opportunity to win friends and build good-will and show him that nothing has been overlooked during the forthcoming holiday season.

- ✓ What Christmas bonus plan will be used for the plant employees this year? Have we worked out a plan that will be fair and equitable and within the means of the company?
- ✓ The Christmas bonus in cash is most preferred and on length of service with the bakery is the best medium of handling the employee bonus problem.
- ✓ A customer list should be compiled for mailing of a greeting card, a letter, a gift or a good-wishes telegram. Some firms divide the list in two sections with gifts to top ranking customers and greetings for average customers.
- ✓ The bakery Christmas party should be planned in advance with the staff member who enjoys most the planning of such parties in charge of the affair. Well-planned affairs provide entertainment and good-will; badly-planned ones breed discontent that takes weeks to erase.
- ✓ Employee families should be remembered by the plant executive. A basket of groceries, fruit, a ham, cakes, candies and nuts, etc., all build good-will in the home of the employee. When the bakery has every employee's whole family rooting for it we can be certain employees problems are at a minimum.
- ✓ Favored suppliers should be remembered with letters of good-will and expressions of appreciation for the friendly state of affairs that has existed for the year past.
- ✓ If the community is planning work among the unfortunate, community Christmas parties or affairs for the youngsters, there is no reason why the bakery firm should not take part and help to build friends by so doing.
- ✓ Christmas cards selected early in advance or planned now will be better produced, receive more attention and build good-will, for early planning permits individual selection and takes our firm's cards out of the run-of-the-mill classification where they will land if we wait until the last moment.
- ✓ Individual greetings to customers packed in all of the bakery goods we produce during the month of December will help build good-will and be something different, even if some are delivered across dealer shelves after the holidays have passed.
- ✓ Are there some promotions in the offing for the bakery staff? There's no better time to announce them than at Christmas parties or in greetings.
- ✓ Don't forget executives of the firm at holiday time. An informal get-together will help insure harmonious working conditions within the group during next year.
- ✓ Tie-in all advertising with the holiday season, for anything of a holiday nature gets attention at this time. Special panels for truck sides, regular radio and newspaper advertising, etc., should all have a touch of the Christmas theme to make the best possible impression.
- ✓ Special envelopes used in the firm's correspondence with Christmas designs (and the same for letterheads) cost very little extra and may build good-will wherever they are sent to customer, supplier or friend.
- ✓ Good fellowship and a pleasant working atmosphere are created by early and liberal use of Christmas decorations in office, retail store, plant and wherever possible. It helps create a spirit of harmony and smoothness and is inexpensively obtained.
- ✓ Planning a promotional booklet of any kind for either consumer or retailers? Why not put it out at Christmas time as a good-will gesture or a holiday greeting?
- ✓ Put off tedious chores in the plant, such as inventory taking for example, until after the Christmas holidays when slack business gives ample time for a good job, and when the spirit of the occasion is more fitting.
- ✓ Make certain greeting advertisements are carried in religious and rural papers throughout the area where greater emphasis is given such advertising by readers at this time of the year than at others.
- ✓ Have a party for retailers? Why not? Many a firm has found such a party its best good-will builder among means of promoting friendly feelings within the ranks of the people who can push your product every day of the year to follow. Such a retailer party should be well planned; never a hurried, slapped-together affair.

Each of these check points are worthy of consideration in the bakery plant executive's program for the coming holiday season. All are potential good-will builders, and building good-will is an important way of building business.

### BREAD IS THE STAFF OF LIFE BUSINESS BUILDER

A cake, specially frosted, is offered as the premium for \$25 in sales receipts on bakery goods purchased.



George, Topper, Maureen, Hoppy

## Baking Firm Sends Kids to Hollywood

Bill (Hopalong Cassidy) Boyd, with the winners of the Burry Biscuit Co., "Hoppy Colt Naming Contest." The winners, Maureen McKeever of Manchester, Conn., aged 9, and George Walthy, 13, of Riverton, N.J., received first prizes of a trip to Hollywood with their mothers, where they were Hopalong Cassidy's guests for one week. The winning name for the Hoppy Colt is "Fleetfoot."

Flown to California via TWA, the winners visited the studio during production of the new Hoppy television film series, went on location with the cast and crew to the Bar-20 Ranch, and rode Hoppy's famed "Topper." Burry Biscuit Co. awarded more than 200 prizes of Hopalong Cassidy bicycles, cameras and field glasses, in addition to the dual first prizes.

Burry, one of the first food concerns to be authorized to use the Hopalong name and endorsement in their advertising, is entering its fourth year of this promotion. Boyd has authorized more than 86 food, dairy and bakery companies to use his name and likeness in their advertising. In addition, General Baking Co., Quality Bakers of America, Co-operative, Inc., Fisher Baking Co., Bonnet Baking Co. and Van Camp Sea Food, Inc., sponsor the Hopalong television program in 42 separate markets.

## Why People Buy

Most shoppers buy emotionally rather than rationally, Ward H. Patton, vice president in charge of sales for Green Giant Co., says in a brochure just issued by the firm on "Why People Buy." From the psychological angle, Dr. Ernest Dichter who has made a special study of food store merchandising says: "Every human being rebels against the misery of choice. He likes to have the opportunity of choice but shuns the misery of exercising it."

"He seeks emotional familiarity—a sense of warmth, closeness and assurance. The thing that gives him this assurance is a feeling that the company selling this or that product likes the same things he does."





**STARLET**—All the promotional stops were pulled out recently in New York by the General Baking Co., to introduce the company's new low-calorie high protein bread, "Starlet." Shown above holding the new loaf is Joy Bennett, picked from many candidates to represent Starlet, and who took part in a pageant narrated by Milton Cross, depicting bread's place in the American scene.

## General Baking Introduces New Low-Calorie Loaf

NEW YORK—A new dark loaf, reported by company officials to feature fine flavor, high protein, low calories and no added fat, was introduced by the General Baking Co. at a press luncheon at the Park Lane Hotel Oct. 9.

The bread, to be merchandised under the trade name "Starlet," was slated for distribution in the New York metropolitan area Oct. 14, at 25¢ for a 1-lb. unit.

The new loaf, containing 21 thin slices of 21 grams each, has a high vegetable content including celery, pumpkin, carrots, spinach, parsley and sesame seeds. Other ingredients include whole wheat flour, flaked wheat flour, rye flour, regular flour, corn flour, invert syrup, malt syrup, yeast, salt, honey, yeast-nutrients, oatmeal and wheat germ.

The wrapper of the new loaf is of brilliantly colored cellophane featuring the silhouetted figure of "Starlet" centered on the loaf. Down each side of the wrapper appear picture frames of girls in various scenes and costumes ranging from denim gardening outfits through tennis costumes and a ballerina in the traditional tu-tu.

At the luncheon, attracting more than 200 representatives of the press, Milton J. Cross, well known radio figure, narrated a "Symphony of Progress," a dramatic re-creation of the birth and growth of the General Baking Co. and the entire baking industry.

Following the narration, a giant reproduction of the loaf, 7 ft. high and 14 ft. long, was spotlighted on the stage. Live models portrayed the figures of the girls on the huge loaf.

In commenting on the new loaf,

General Baking officials revealed that while its principal appeal will be to diet-conscious people, they also feel that "Starlet's" flavor and all-around goodness will also attract a portion of the regular bread market."

## New Low-Calorie Bread Entry

"Movie Star" bread is the loaf which has been entered by the Langendorf United Bakeries in the derby of public preference for low-calorie food. This "Star Sensational" creation is baked without fats and is "slimly sliced" to provide protein with a minimum of calories. Ad copy says that there is approximately 58 calories per slice. Minus fats, or shortening of any kind, dehydrated vegetables are included in its formula.

Life insurance companies, through large offices and industrial plants, are conducting a campaign to induce people to keep physically trim and svelte, as an aid to longevity of life. The consequences of this campaign are showing in the bread field where calorie calculations are reducing consumption.

Leading bakeries are countering with bread that will not build up "pot bellies," "bay windows," and "horsey hips," industry spokesmen say.

—BREAD IS THE STAFF OF LIFE—

## Leaps and Bounds

The population of the U.S., including members of the armed forces overseas, was 157,269,000 Aug. 1, the U.S. Bureau of the Census has reported.

The estimate represented an increase of 254,000 over the July 1 estimate, and an increase of 2,674,000 over the Aug. 1, 1951, estimate.

Since the April 1, 1950, census was taken the increase has been 6,137,000.

## ARBA Details Merchandising, Tie-In Procedures

Bulletin RM-212 of the Associated Retail Bakers of America announces the selection of pineapple upside down cake as one of the new baked foods being merchandised by the association. The ARBA calls attention to national advertising featuring pineapple, now appearing in national magazines, newspapers and business publications.

Recommending careful use of the material available from the association and other sources, the ARBA had this to say about merchandising the cake:

"May we repeat again the suggestion that best results are obtained with any promotion when all of the efforts are tied together. First of all, the types and sizes of cakes must be decided upon in advance and production planned so that consistent quality is maintained to help build customers as well as sales.

"Sampling is an important adjunct. Sampling and selling the sales organization so that it will promote the products with confidence and enthusiasm are equally important. Unless the sales organization is inspired to offer a sample with the real meaningful suggestion that it is the best she ever tasted it will be rather difficult to convince prospective customers that the product is one they should buy and serve on the tables in their homes.

### Ad-Mats Available

"Once again ad-mats in one-column and two-column sizes, attractively designed and appealing in copy, are available for use in promoting what long has been a home style favorite cake—pineapple upside down cake. These ad-mats have a dual use in that they are excellent for the production of inserts and good merchandisers constantly insist that inserts are one of the finest adjuncts to a merchandising and advertising campaign. When ordering inserts it is well to



**SALES BUILDER**—A family "gift bag" is a new sales-building idea in use by the Brown & Greer Co., Inc., Knoxville, Tenn., in its latest promotion for Kern's Baking Co. A food-saver polyethylene bag, prominently displaying the words "Always Buy Kern's Bread," is filled with a calorie chart and other give-aways of interest to the housewife and her family. This "gift bag" is distributed from door to door in the area supplied by Kern's. The daily use of the printed food saver bag and the gifts within it acts as a brand name reminder to the housewife—and promotes goodwill and sales for Kern's Bakery and the retail stores it supplies, according to Shellmar Products Corp., manufacturers of the bag.

# PINEAPPLE



(STORE NAME AND ADDRESS)

keep in mind that if they are to be packaged with the bakery products, odorless paper and inks should be requested from the printer.

"Watch for the national advertising as it appears and follow your business magazines for the special appeals directed to the baking industry from which you will be able to obtain additional ideas to help you promote pineapple upside down cake and other baked products."

The suggestions on this feature apply equally well to every ARBA promotion, it is pointed out. Address of the association is 735 W. Sheridan Road, Chicago 13, Ill.

—BREAD IS THE STAFF OF LIFE—

## Pies for Special Occasions

There probably is no phase of the baking industry more specialized than pie production. It is doubted very much if statistics are available showing the difference between home pie baking, and that done by the commercial bake shops of the country.

There is one thing certain, however, and that is that the production of pies may be made applicable to all special seasons, and also to the individual requirements of consumers. These special pies lend themselves to particular merchandising efforts, which should not be overlooked. They provide an excellent opportunity to increase sales. Merely to specialize on special days, such as Thanksgiving, is insufficient. Pies may be baked to fit individual occasions, the same as is done with cakes.



## HOW DO YOU JUDGE THE VALUE OF AN INGREDIENT?

By price alone?

Probably not...but if you did, it would be wise to choose that with the highest price. For in price you would at least have the manufacturer's own measure of worth to guide you.

Chances are, you consider other factors carefully, just as your customers determine their brand preference.

For example, there's the integrity of the maker—his reputation for fairness and service to the industry, his years of experience, the competence and reliability of his organization, and his diligent efforts to provide you with a uniform and wholesome product. In such is found the true value of an ingredient—without them a product is overpriced.

**Panip<sup>+</sup>plus**

742 BOARD OF TRADE  
KANSAS CITY 6, MO.



# Personnel Development: A Capital Investment

By Howard O. Hunter

The president of one of America's largest baking companies recently said that while the baking industry has been "learning fermentation, improving bakery equipment, and trying to keep our bakeries clean, we have overlooked the most important factor of all, our people."

This statement emphasizes the fact that bakers have long been concerned about maintaining and improving the quality and efficiency of production equipment. But many of them have forgotten that personnel, too, is a major investment.

Employees can contribute no more than their "know how" will permit. Their lack of knowledge of the sci-

ence and technology of baking is one of their limiting factors.

**EDITOR'S NOTE:** The accompanying article by Howard O. Hunter, president of the American Institute of Baking, is reprinted from the October issue of Vitality News, published by General Mills, Inc.

ence and technology of baking is one of their limiting factors.

It has too often been taken for granted that employees improve with experience. Management has frequently lost sight of the fact that experience, per se, teaches the bad with the good. It is "guided" experience—that is, education—that assures personnel development.

## Completes 30th Year

The School of Baking of the American Institute of Baking, has just completed its 30th year of operation. During these years many of the leaders of the baking industry increased their knowledge and skills by study at this institute. Since 1946 this school has been filled to capacity and there has been a long waiting list of applicants for admission. Now that nearly all eligible veterans of World War II have received training, the AIB school like other schools of baking, finds that its facilities are not being used to capacity.

In 1950 the baking industry invested a million dollars of its capital in new quarters for housing its research and education center. We are equipped to do, and are doing, an excellent job of helping our enrollees develop their potentialities so as

to increase their value to their employers. When you have an idle machine in your bakery, or one used at less than its capacity, you study your production schedule in an effort to better utilize your investment in that equipment.

But have you recently taken inventory of the training needs of

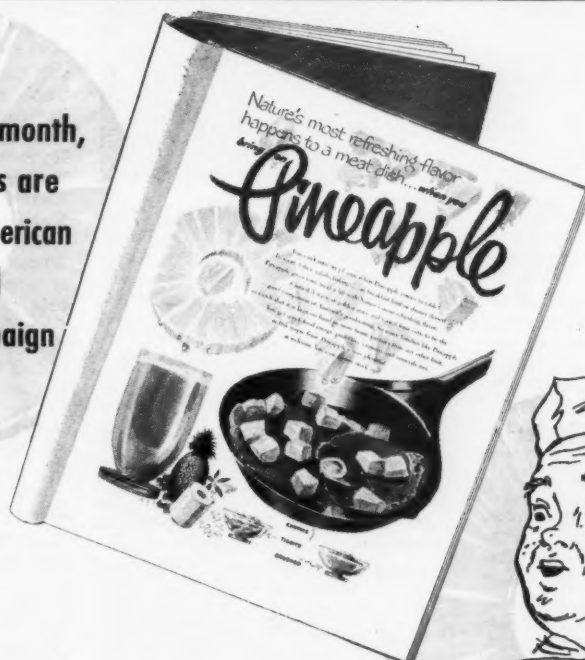
your organization? Just as unused bakery equipment is a poor investment so, too, unused abilities of your personnel are a poor investment. With some planning it is possible to spot normal needs for personnel development in advance. Such foresight can prevent your organization from being handicapped at some later date. Qualified experienced

bakers can be admitted to our program in its next classes which will start Feb. 2, 1953, and Aug. 10, 1953.

If you—the baking industry—are to receive the maximum return from your investment in the AIB school, its facilities should be filled to capacity at all times. Take inventory of your personnel development and be sure that those individuals whose potential service merits further consideration are given an opportunity for further study so that they can contribute to the full extent of their abilities.

The American Institute of Baking is at your service.

This month and every month,  
ad messages like this are  
reaching millions of American  
families as Canned  
Pineapple Industry campaign  
rolls in high gear!



# OK—BUT HOW DO I BENEFIT?



## I'VE GOT THE ANSWERS FOR YOU...

### Canned Pineapple makes sales!

Yes, indeed! Canned Pineapple's always been a favorite flavor. Now the impact of this new Industry advertising campaign makes it even *more* popular. Cash in on this increased demand... Add the tropic-fresh goodness of Pineapple to more of *your* baked goods.



### Canned Pineapple adds glamour!

Luscious Canned Pineapple's got plenty of eye-appeal. Anywhere you use it—in fillings, toppings or trimmings—it gives a big boost to quality and appearance.



### Canned Pineapple ups profits!

Right from the can, Pineapple's ready to use without the labor of preparation. Simple to store, too—without costly refrigeration. And remember, Canned Pineapple's available all year round to put extra sell in everything you bake!



### Your most refreshing

**PROFIT** comes when you  
add Canned PINEAPPLE—

**Nature's Most  
Refreshing Flavor!**



Howard O. Hunter



**GLEASON'S BAKERY SATISFIES SERVICES**—A. C. Aller, owner of Gleason's Bakery, Miami, Fla., which serves Uncle Sam's sweet tooth from Miami south to Key West and as far afield as Puerto Rico, is shown at the left. At the right is Gertrude Spahmen, seven years an employee of Gleason's, who holds the tray of cakes such as are packed in pile of boxes ready for shipment to the submarine base at Key West. Mrs. Spahmen clerks in the retail store in front when packing is over.

## Florida Bakery Satisfies Uncle Sam's Sweet Tooth

"Our far-flung battle line" has scarcely outdistanced Gleason's Pastries. Military and naval installations from West Palm Beach to Key West are served exclusively by Gleason's, Miami, Fla., a bakery specializing only in cakes, pies, doughnuts, sweet rolls—the sweet goods line. Only enough bread is made for trade in the bakery's retail store.

Submarine crews notably live like kings, and no sub leaves the huge Key West base without being serviced at dawn (before 6 a.m.) by Gleason's truck bearing sweet stuff to the crew's special tastes. Each commander sends Gleason's his order before a cruise and the pastries are brought as far as the conning tower hatch for stowing below.

### All Services Covered

After the subs are served, the one Gleason driver and truck in Key West carry out a route including the seaplane base, hospital and Navy and Air bases. That's all the Key West driver does. A route servicing Key West stores proved unprofitable within a year's trial. "People of Spanish descent apparently eat something else," A. C. Aller, bakery owner, remarked.

The bakery goods are sent to Key West by truck through the Overseas Shipping Co. The shipment is loaded before 10 p.m. each evening for morning delivery in Key West, 150 miles away.

Other continental military bases served by Gleason's are the Opa Locka Army and Marine bases, and the International Air Port Air Force base.

Three times a week, Army and Navy Air bases in Puerto Rico are served by Gleason's shipments, flown in by commercial air line.

"Two years ago we had more of this business," A. C. Aller stated. "Then we were asked to bid on the Key West base needs. We got it. Other installations followed."

One Army base first called on Gleason's Bakery with its own truck for service, and then was included with

the others as the Gleason military route grew.

"There may be a number of reasons why other bakeries don't want or don't get this business," Mr. Aller pointed out. "Navy specifications require top quality in all ingredients. Our products met the test."

"Second, wage-hour regulations must be complied with, and third, military business is not a stabilizer. It is good business, but you never know how long you'll have it," he summed up.

### Sales Not Top-heavy

Mr. Aller estimated his military business was about 20% of his total. "It wouldn't be safe to let it get much above that," he commented.

Independent grocers and small restaurants are the backbone of Gleason's business. Hotels and soda fountains make up the rest, with the exception of the bakery store-front trade.

Eight drivers and trucks take care of routes in greater Miami including Ft. Lauderdale and Hollywood.

One truck and driver stays in West Palm Beach. Shipments are made to him by Railway Express, loading before 9:30 each night for deliveries beginning at 4 a.m. (An operation similar to Key West.)

In addition, six bob-tailers work on full time routes in Homestead, Perrine, Miami Beach, downtown Miami, and outlying points.

Although four truck routes have been added in the last two years, Mr. Aller believes routes are too heavy. He plans the establishment of four or five more, purchasing perhaps two or three trucks a year until established.

Mr. Aller believes in a broad, sound base to support his military business—which looks like it is growing—but which can be whisked away.

Last July, he and his wife bought out his partners, after eight years in the business. As part of the base-broadening program Mr. Aller has installed over \$90,000 worth of new equipment in the 28-year-old bakery.

It looks as if, with new military establishments coming in all around the South Florida area, Gleason's may be satisfying Uncle Sam's sweet tooth for some time.

## Peoria Bakery Features Advertising Specialties

The Glen Oak Bakery, Peoria, Ill., the largest independent bakery in the city, has built up a profitable business in specialties. One of these is furnishing hotels, restaurants, clubs and institutions with special breads and dinner rolls for special occasions.

The 30-year-old plant is owned by George A. Alois and Clara Welzenbach and is managed by J. F. Duncan. It makes bread, sweet goods, doughnuts and cakes. A large variety of each is made, including special cakes for every occasion.

The breads manufactured include salt-free bread, a half white and half whole wheat loaf, pumpernickel, raisin, caraway rye, cinnamon, cinnamon nut, date nut and milk bread. Rolls consist of Parkerhouse, clover leaf, soft poppy seed, sesame seed, hard rolls, finger rolls, bread ends, Kaiser rolls and salt sticks.

The company operates both a wholesale and retail business. There is scarcely a food outlet in the Peoria area that does not handle some Glen Oak products. In addition, it has one of the largest retail baked goods stores in the city at its plant building and a leased department in one of the big dime stores. Every retail outlet is also a sales agency for the special products of the bakery, taking special orders for them.

The bakery has three kinds of specials. One of these is a special weekly on some one product, which is sold at the regular retail outlets. Another is "regular specials," such as wedding cakes and special cakes for other occasions made to order. The third is the specials sold to hotels, clubs and institutions. The business with this latter group has grown to such an extent that it now forms 25% of the total business of the company.

"While other bakeries make only bread," says Mr. Duncan, "we supply a demand for quality goods in variety. This makes a volume of such proportions that we can keep our help busy. Our sales of special breads and rolls takes care of our overhead."

"A fine feature of this type of business is that it does not require any extra equipment and but little extra delivery expense. We make special deliveries to organizations in some cases. For the most part, however, deliveries are made by regular routemen on their daily routes."

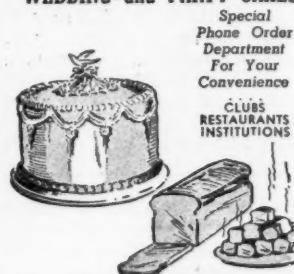
"We have standing orders daily from hotels, clubs and institutions for a specified amount of certain products. Each evening they call in for any increase or decrease in the regular amount of these products and order at the same time what other special items are wanted for the next day. The regular routemen deliver the orders."

The only specials advertised are the weekly specials offered to the public "at markets" all over town. These two-inch ads appear twice a week on the first page of the local section of the two city dailies. Only a few small ads appear on this page and so these attract attention more than they would in the regular Thursday food pages, where they would be lost among the big ads of food outlets.

Fifteen spot radio announcements are made every week of the complete lines of the bakery as "sold in better markets all over town."

The phone book is one of the greatest producers of business for specialties. Two ads are used in the book at present. The first is a one-inch ad. This features exclusively "Special

**DIAL**  
**2-5451**  
FOR  
**FINE QUALITY**  
**BAKED PRODUCTS**  
**WEDDING and PARTY CAKES**



OPEN DAILY  
From Early Morning to Late at Night  
For Your Convenience

**Glen Oak**  
**BAKERY**

COMPLETE LINE SOLD IN  
BETTER MARKETS ALL OVER TOWN  
516 Wisconsin Av.

Phone Book Ad

bread and dinner rolls for special occasions—Service to restaurants, clubs and groceries." The other is a one-sixth page display ad, the largest bakery ad in the book. This features especially wedding and party cakes, bread and rolls. It states, "Special Phone Order Department for Your Convenience—Clubs, Restaurants, Institutions." It also states, "Complete Line Sold in Better Markets All Over Town." "We use the large ad," says Mr. Duncan, "because we figure that anyone looking for special products will see our ad first."

"Our business on specialties is growing all the time, with that of special bread and dinner rolls for special occasions furnishing a prominent place in the picture. We find it a profitable part of our wholesale trade."

—BREAD IS THE STAFF OF LIFE—

## Borck-Stevens Boosts Sales With New Bread Wrap

An example of industrial design paying off in benefits to a baker is exemplified by a recently introduced bread wrap which has more than doubled sales of the Master line of baked products of Borck-Stevens Baking Co., Bridgeport, Conn.

First step in the program was to compose a completely new and original wrapper appealing to women—the majority of supermarket shoppers. The second was to extend the design to all visual elements in the Borck-Stevens line for greater impact at the point of sale display; the third was to back up the design investment with increased advertising and promotion to overcome last ditch consumer resistance to anything "new."

So well was the combined program carried out that the sales gain was quickly accomplished and has been maintained in the several months the new wrapper has been on the market,



according to Chester Borck, general manager.

Lippincott & Margulies' (designers) feeling in regard to supermarket packaging, explained by J. Gordon Lippincott, is that the most important goal is the establishing of bread identity. "This is usually done at a distance," says Mr. Lippincott, "while a woman wheels her buggy through the store. Various packages catch her eye and she stops for further investigation. The initial eye stopper is a distinctive color and pattern in mass display."

#### Color and Pattern

A careful survey of existing competitive packages showed that bread in mass display is identified by color and pattern just as much as brand names or logotypes. Further research showed no distinctive design elements that could be retained in the old Master label.

The first goal with the Borck-Stevens line was to find an over-all color scheme and pattern which in mass display would be distinctive from all competition. It was found that competition used mostly red, white and blue. The designers determined that for the local Connecticut market, a fresh yellow was the best over-all color, combined with white. This resulted in the adoption of the sampler pattern or motif in which yellow was the predominant color. Enough white was added to give freshness and lightness, and red and blue were used in the logotype or in decorative elements. Once the basic identity was established, all other baked goods of Borck-Stevens were put in family packages. This was to further increase Master identity in packaged merchandise at the point of sale. Even the Master bakery trucks were repainted and uniforms redesigned so that all things seen visually from Borck-Stevens were built into a common pattern.

The dealer presentation was launched in the store by Borck-Stevens salesmen armed with a portfolio outlining details of the campaign and showing reprints of the newspaper advertising, presenting the new loaf in a plastic bread box. A special display had been created to carry the box and dealers were asked to place the display in a prominent spot for at least 10 days. Thereafter, he was permitted to keep the bread box for personal use.

Theme of the consumer advertising campaign was "The Million Dollar Loaf," built around the fact that a million dollars worth of modern baking equipment in the Borck-Stevens plant made it possible to produce the bread. Advertising was used extensively in all media, including television.

—BREAD IS THE STAFF OF LIFE—

### Supermarket Adds Food Consultant

The Memorial Super Market, West Springfield, Mass., has added an in-store food consultant to its permanent staff. The new food consultant is Mrs. Ruth Batcheller, who for the past 20 years has had wide experience in consumer research on food products, food store demonstrations and demonstrations at leading shows throughout the East.

Mrs. Batcheller will perform a two-fold function in Memorial Super Market. She will aid women in meal planning and budget making and, in addition, will aid manufacturers to make demonstrations of food products within the store more attractive to women customers.

## SUCCESSFUL SELLING

A Column of Comment

BY WAYNE G. MARTIN, Jr.



### Care of Equipment

**P**ROPER care of equipment is as much a concern to bakery sales departments as it is to the production phases of baking. Without equipment being in the best possible condition, the products of bakeries cannot be what they should be. This naturally has an effect upon sales.

Competition among all types of foods is so keen today that only those of the highest quality can expect to maintain their sales position. Conditions in the equipment manufacturing industry today are such, that, due to government restrictions on various materials, it is more important than ever to keep existing facilities in bakeries at their utmost peak of production.

Successful bakers realize this fact, and are conducting their businesses accordingly. Those who do not are in a very bad competitive position and their sales will show the result of this. Too much emphasis cannot be placed on this phase of the baking business today.

### Cleanliness

While cleanliness in a bakery is usually associated with production problems, it is equally important to sales. In recent years it has become a custom with many bakeries to invite various groups to tour their plants and when housewives accept these invitations they naturally are impressed with the condition of the bakery.

This obviously has a direct result upon sales. If a plant is clean and attractive, consumers assume that the products produced in it are of the type they would like to serve to their families.

This is another case where sales and production problems are equal. Every bakery should be open to public inspection, for otherwise suspicion

will be created in the minds of consumers. Obviously the bakery must sell itself to those who visit it. If it does not make a favorable impression, it will have a very adverse effect upon sales.

### Training Advantages

Many excellent training centers are now available for all types of bakers. The American Institute of Baking, the Dunwoody Institute and the Siebel Institute might be mentioned as outstanding examples of the training facilities that are available to the baking industry.

The commercial baking industry has reached a point today where this type of training is absolutely essential. While the courses offered by these institutes are primarily directed toward production, there are other schools of training available for salesmen and sales executives.

Bakery management is fortunate

in having these educational sources available. Every possible advantage should be taken of them. A well trained worker, whether he be in the production or sales department of a bakery, is among its best assets. The growth of the various training institutions shows that bakery management is aware of this fact, but there is still much room for improvement. The more well-trained employees a bakery has, the better is its position.

### Sales and Production

Unfortunately in many bakeries there seems to be a competitive feeling between production and sales departments. If anything goes wrong, the one department is inclined to blame the other. Each feels that it is the most important division of the business.

This feeling, of course, is exactly what it should not be. Without production, there would be nothing to sell. Without sales, there would be no purpose in producing anything. Both sales and production departments of bakeries should be coordinated and that is the responsibility of management.

The heads of the two departments we are discussing should be brought together in frequent conferences and made to understand that one is dependent upon the other. Without this type of cooperation, chaos is bound to result. The most successful bakeries we know of operate through a coordinated effort, with every department backing up the other. That is the way it should be.

### Advertising

Entirely too frequently bakers will bring out a new special product, whether it be a bread or a cake, advertise and merchandise it extensively for a comparatively short time, and then let the drive fade away. The result usually is that the sale of the new product fades away with the sales effort placed back of it.

It seems to us that the budget allocated to the new product would be used more effectively if spread over a longer period of time. In other words, it would be better if smaller advertising space was used over the first stage of the campaign, but continued for a longer period.

This thought comes from personal experience. We have gone to many luncheons launching a new bakery product at which there was much fanfare, followed by full page advertising in local newspapers, but within a few weeks there was comparatively no advertising whatever used to back up the new product. The result was that the sales volume of the items almost vanished. Consumers must be sold day in and day out on any bakery product. Constant effort is the only way to sell any bakery product, whether it be a new one or an old one.

## Methods That Sell to Women . . .

### Review Holiday Plans; a Change May Be Necessary

● By Dorothy Glenn



**M**OST businesses have their holiday plans well under way. The bakeshop is no exception. Are these plans identical to those of last year? Or, have you incorporated a new idea or two? The highly profitable sales plans of a year ago are probably sound, basically . . . but, let's never forget that the buyer of a year ago is not the average buyer of today. Buying habits change as buying power changes.

Mr. and Mrs. Homemakers are smart shoppers. A review of nationwide sales figures shows that they're becoming more astute, more exacting, and more careful shoppers than ever before. There's more money in the bank . . . and it seems to be staying there.

Why? And how do we persuade these shoppers to buy? A careful analysis of sales figures of specific stores in specific areas gives us an

indication that is important. It's quality these shoppers are seeking . . . quality at a fair price! No, these shoppers aren't looking for bargains. And, they're not waiting for the merchant to reduce prices below cost. Obviously shoppers have learned that "quality is the cheapest buy in the long run." But, they're also thinking in terms of what they can afford. They have the money, but they're not tossing it around loosely.

So, it behooves each merchant to maintain the highest possible quality of merchandise that he can prepare. Home-baked characteristics are equally as important. You've all seen the trend toward "home-made."

### Profit Items

The holiday season is traditional for its abundance of rich foods . . . high profit items for you. Yet, the

(Continued on page 62)

# Sales and Production Gears Must Mesh

## A. R. Fleischmann Tells Members of Greater St. Louis Bakery Production Club

I HAVE watched with much interest the healthy growth and development of Production Men's Clubs over the country in the last few years. And I should like to extend my congratulations to the of-

ficers and members of your organization for your fine contributions and accomplishments directed toward the education and development of men.

To start with I am going to borrow

a famous slogan from the automobile industry: "When Better Bread Is Baked—You Bakers Will Bake It" (and that goes double for your yeast-raised sweet goods).

Speaking of automobiles, you may

have noticed that the title of my talk today is—"Mesh the Gears." But before any of you mechanically-minded gentlemen start hauling out your slide rules and note books, I hasten to add that I am the free-wheeling type of speaker who feels safest on the broad highway of general discussion. When it comes to technical production problems I am strictly a Sunday driver.

For that very good reason, the gears I would like to talk about are

**EDITOR'S NOTE:** The accompanying article is the address delivered by A. R. Fleischmann, general sales manager and vice president in charge of the Fleischmann division, Standard Brands, Inc., at a meeting of the Greater St. Louis Bakery Production Club.

made up of men—not metal. And the problems I would like to discuss are human—not mechanical.

This may come as something of a disappointment to you production men, since all skilled operators prefer to talk "shop" whenever one or more of them are gathered together. However, it is my sincere conviction that the technique of meshing the gears of your production departments with those of other departments in your bakeries—as well as the technique of meshing the human gears within your own departments—are two problems that are as vital as any you will find on your production lines.

The technique of meshing inter-departmental gears (particularly the two big gears that represent sales and production) is one that has been the subject of a great deal of discussion for a long period of time. In many instances, however, these discussions have generated more heat than light—with willingness to see the other fellow's side of the story a conspicuously missing quality.

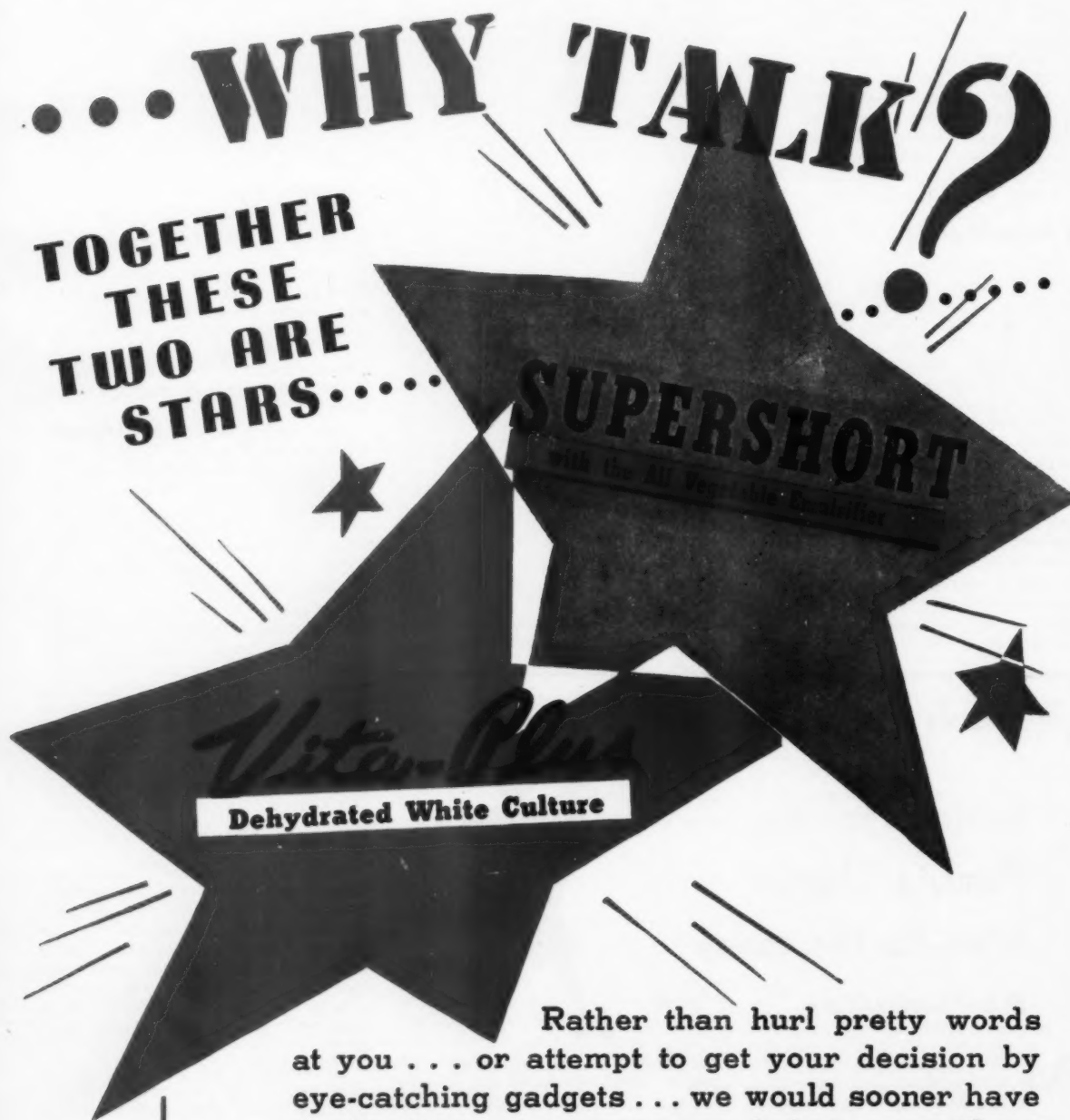
This unproductive attitude has been analyzed many times and always the conclusion has been that if the members of both departments would recognize that they should all be fighting "for" a common goal—rather than fighting "about" their unimportant differences—the problem would be well in hand.

However, it is to be recognized that in order to adopt this broad view—in order to instill a spirit of mutual respect and teamwork in each department—a program of education, from the top down, is absolutely essential.

### Close Observation

This means, of course, that a bakery's production manager should always be a member of any sales planning committee—and that some system should be worked out which enables executive production personnel to spend a certain amount of time in close observation of sales practices—and vice versa.

For example, I recall reading of a case where the production superintendent of each plant spent two days of each week on a baker's tour of the stores in which his products were



Rather than hurl pretty words at you . . . or attempt to get your decision by eye-catching gadgets . . . we would sooner have the Brolite man come to your bakery . . . without obligation to you . . . and prove "in production" what these two valuable ingredients will do for your white bread.

Valuable Ingredients for Bakers

## THE BROLITE CO.

2542 ELSTON AVENUE, CHICAGO 47, ILLINOIS

225 Fourth Ave., New York 3, N. Y. 621 Minna St., San Francisco 1, Calif.  
2921 South Haskell Ave., Dallas 10, Texas 518 First Ave., North, Seattle 9, Wash.  
686 Greenwood Ave., N.E., Atlanta 6, Ga.

Ask the  
Brolite  
man





FOR 15 YEARS Urban A. Arnold as broker has represented Atkinson in Chicago, handling sales to selected jobbers and bakeries. Mr. Arnold (left) chats with Tom Whalen, northwest sales for Atkinson.



BURGESS FLOUR COMPANY fills out Atkinson representation in the large market of Chicago. Left to right are Harold Burgess, president, Tom Whalen (Atkinson), Ed Hoffman, Jim Anderson.

## Speaking of Atkinson...

WE HAVE SAID BEFORE, and we repeat, it's people who make our business tick. But people can't do much without facilities to work with--and we've got 'em. At capacity, we grind 6000 cwt. a day and this goes directly into the enormous storage bins that can handle 50,000 cwt. of flour for aging\*. To make up our flour runs, we draw on wheat storage of nearly a million bushels of various types. We're on main-line trackage--it's easy to get wheat in and flour out, either by rail or truck. Our people add up these statistics into uniform flour--the kind you can depend on every time. Atkinson Milling Company, Minneapolis, Minnesota.



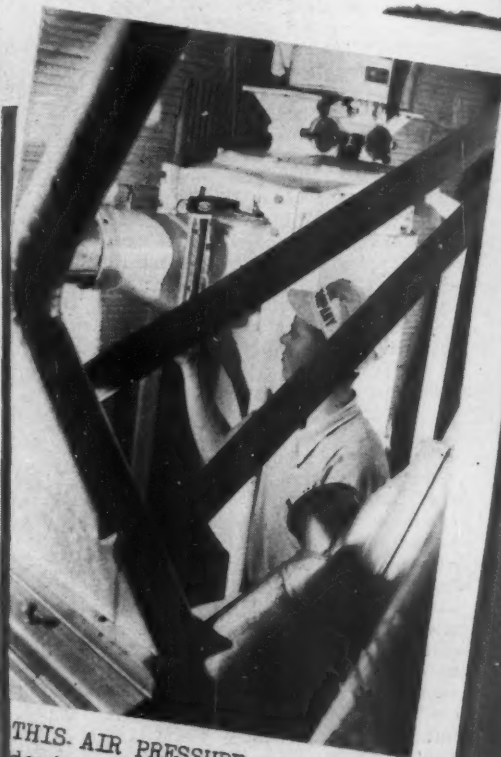
\*"IT'S BIN AGED"--REG. U.S. PAT. OFF.



RAY KOPPEL makes a routine check to see that air control devices are maintaining proper air flow and temperature and humidity conditions within the plant.



EVERY HOUR during milling, Bill Spiekerman pulls a sample from the flour stream and runs an ash test--part of our constant testing to make sure you get uniform flour.



THIS AIR PRESSURE measuring device is called a Manometer. Reading it, Jerry Norling is able to make accurate adjustment on the entoleter--the machine that removes insect fragments from the wheat.



A. R. Fleischmann

displayed, handled, bought and/or rejected.

This gave him an opportunity to see his own oven children in actual competition—to compare them with the items demanded by the sales department and with the competitive items that are always so glowingly described by the sales department.

According to the write up of this case, the net result of the personal observation tours was a drastic toning down of claims and counter-claims on both sides of the plant. Because the production superintendent actually knew what was going on in the market place, and the sales manager knew that he knew.

In other words, when both sides of the plant got an open minded picture of the other fellow's problems, they found there was very little to fight "about"—and that there was a great deal they could fight "for."

Now if Sherlock Holmes were in this audience, he might properly remind me that the conclusion just arrived at is rather "elemental." But I offer the defense that practically all the answers to human relations problems are "elemental"—which is probably the reason why they are constantly being overlooked.

For example, the best rules I have ever heard for profitable teamwork between the sales and production departments are wonderfully simple and elemental. But like the Golden Rule itself, we cannot assume that we are working it, just because we believe in it. Anyway, here are the two rules I refer to:

Don't sell what the production department can't make.

Don't make what the sales department can't sell.

I think that if those two rules were followed to the letter, your sales and production gears would always mesh smoothly and easily.

Unfortunately, neither selling nor production, especially in the baking industry, is an exact science. It's just not possible to foretell, without plenty of research and periods of trial and error, the exact products that can be efficiently made and profitably sold. Thus there must always be a generous degree of tolerance in both departments while actual practice proves or disproves theory.

The big point here is that tolerance is not possible without mutual understanding; and that the all too familiar sound of grinding, clashing gear teeth

between two or more departments is usually caused by lack of tolerance.

Just as mutual understanding of one another's problems is likely to reduce the number of things two departments can fight "about"—so a mutual understanding of the competitive position in which the baking industry finds itself today can stimulate the teamwork that is necessary to achieve the objectives they should be fighting "for."

By "competitive position" I refer now to the many competitive foods that are giving the baking industry such a tough fight for a profitable share of the consumer's food dollar.

Getting back to elementals again, there is the hard fact that the average consumer has an unstretchable stomach capacity of only 32 oz.

Then there is the fact that because of the comparatively low price of baked products, you must sell in large volume—which means the average consumer must devote a comparatively large percentage of his or her capacity to your bread, cake, pie and sweet goods.

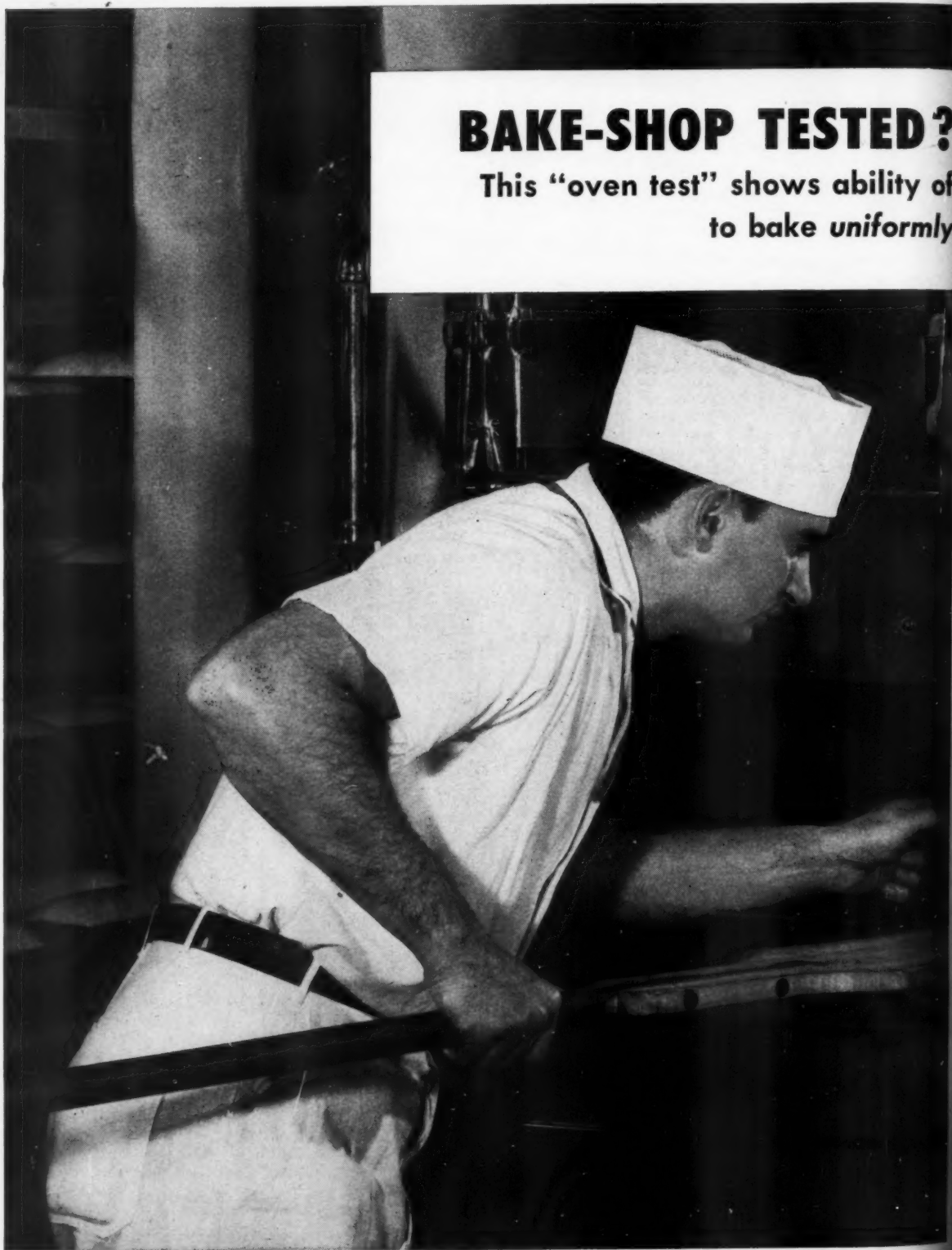
I mention these facts because too often both the sales and production departments are inclined to think exclusively in terms of competitive baked products — which constantly raises the question of whether qual-

ity or type of product should be changed to meet that type of competition.

#### Quality Necessary

Now it seems to me that a mutual understanding of the threat of "outside" competition would eliminate this question almost entirely. With full realization of the serious threat from a hundred and one old and new foods, there should be complete agreement between sales and production that "quality" can never be safely sacrificed for any reason.

Although product quality is the cornerstone of sales, it should also be kept in mind that neither the sales nor the production department has



## BAKE-SHOP TESTED?

This "oven test" shows ability of  
to bake uniformly

*Make it better... sell more of it*

*with* **FLEISCHMANN'S**





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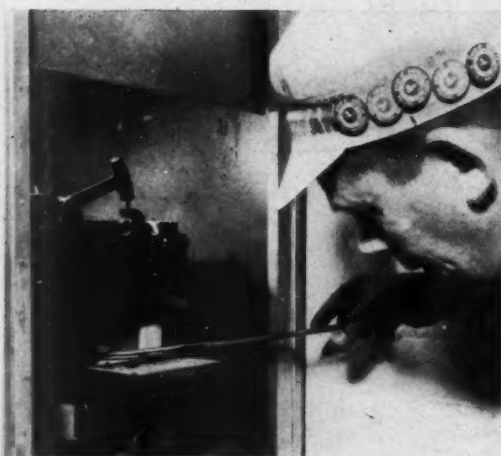
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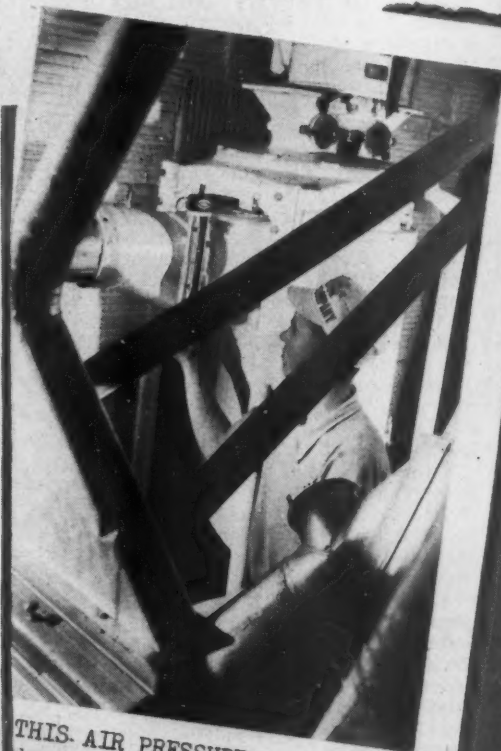
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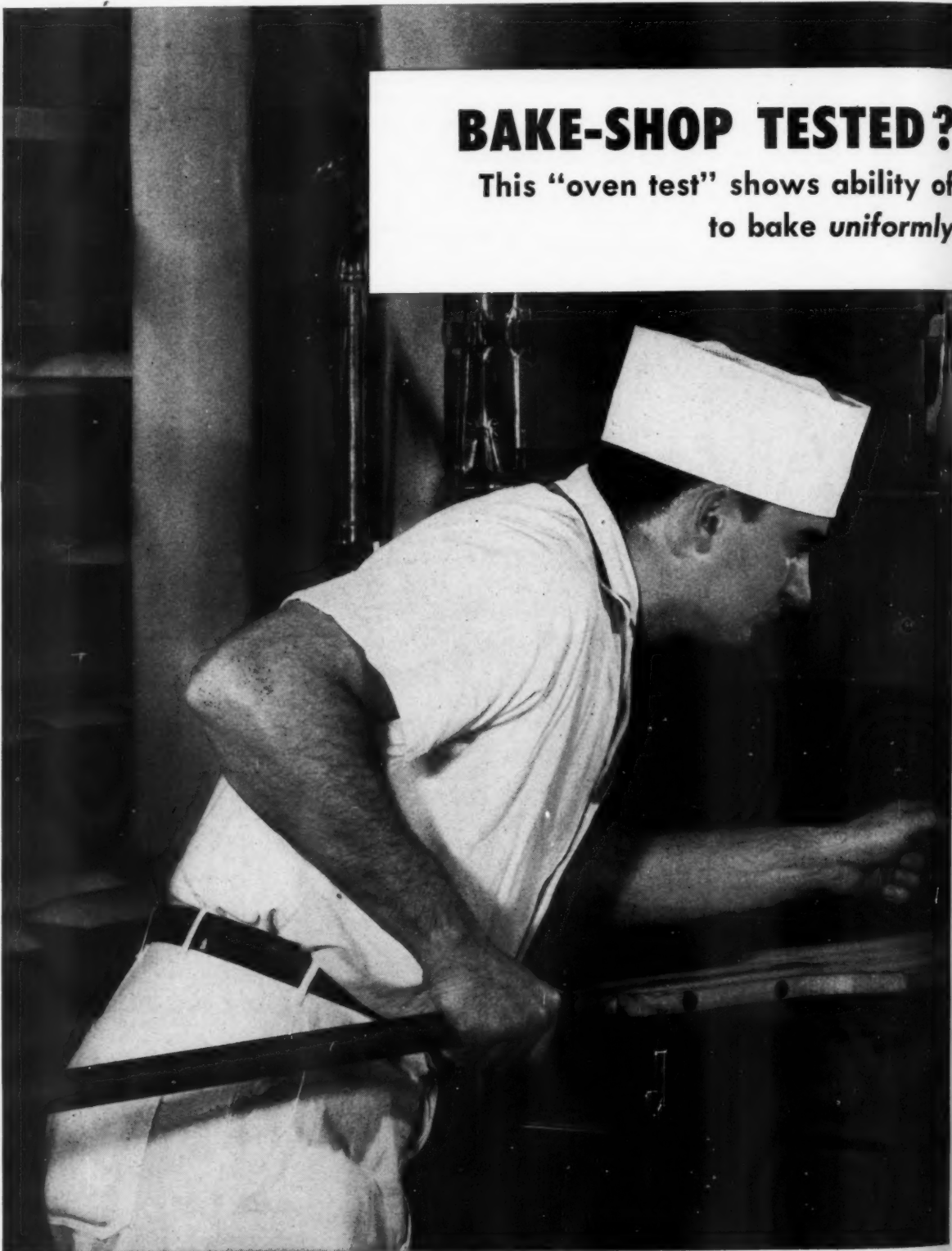
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the real answer to the kind of product that will sell best.

Let us never forget that Mrs. Consumer is the final judge; that she is the real boss in the market place as well as in the home. Her likes, dislikes and whims—and the extent to which you satisfy them—govern the sales of your baked products.

In order words, to sell successfully, your products must not only be of high quality, but they must be the type that has the greatest consumer appeal in your particular market.

It stands to reason that you don't get mutual agreement on such problems as quality and its relation to the competitive situation unless some-

one makes it his business to explain the situation. And that is just one more reason why most modern businesses are taking the time and trouble to set up planning conferences between departments, and to set up employee relations programs between the workers, the managers and the supervisory personnel within those departments.

This brings us to the second technique I should like to discuss today—the ways and means to bring about a smoother meshing of gears within a department. And here we enter a field that has recently been recognized as one of the most rewarding subjects for research and action

in the entire area of industrial production.

Last April, Time magazine printed a special article on this comparatively new field titled "Human Relations—A New Art Brings a Revolution to Industry."

#### Will to Work

After giving a number of examples of amazingly successful employee reactions to such simple things as making a plant a friendlier place in which to work—Time concluded with the statement that "The human will to work is the most promising single source of productivity."

Now I realize that as production

men you may not consider yourselves directly responsible for creating and developing the employee relations policies for your bakeries. At the same time you cannot afford to be indifferent to any development which is described as America's "most promising single source of productivity."

As production men you have been trained to be on the alert against such things as dangerously rising temperatures—the wastefulness of any type of unnecessary friction—the costliness of clashing gears. Should you be indifferent when you see or hear these same symptoms in the men who man your machines?

By this I do not mean to imply that men should be regarded as machines. That was the fatal mistake that was made at the turn of the century, after Frederick Taylor had developed the famous time and motion studies which geared human operations to the precision of machines.

Although Taylor's system was an invaluable contribution to the mass production system, it failed to accomplish its purpose when based solely on the erroneous assumption that workers were little more than machines that had to eat. Later it was recognized that workers will not work at peak efficiency for food (or wages) alone; that they need recognition, encouragement and understanding if they are to hold up their ends in the marvelous mass production methods which this nation has pioneered.

It came as something of a shock to some managers to learn that higher wages were not the answer to all employee relations problems. But every type of survey has demonstrated the fallacy of that long-held belief.

According to an analysis by the Twentieth Century Fund, "Some of the industries most plagued by strikes are among those where the highest wages are paid."

#### Security

Another significant report was contributed by Elmo Roper, who after 10 years of polling workers came up with the conclusion that their four chief desires were:

Security—The right to work continuously at reasonably good wages.

A chance to advance.

Treatment as human beings.

Dignity.

A little reflection on those four points will convince anyone that machines and men are quite different.

Not even the brainy mechanical marvels developed by Thomas Watson's International Business Machine Co. have the capacity to desire "security"—or "a chance to advance"—or "treatment as human beings"—or "dignity." I notice that Watson still distributes those famous "think" signs to his men not to his machines.

Yes—from the physical point of view a man or woman might be classed as a flesh and blood machine—but in your business and mine—people must be considered as human beings with minds, ambitions and emotions.

Two hundred machines may be identical. But not even two human beings are exactly the same. That's what makes understanding and managing people more complicated than managing machines and (like a horse race) it's what makes them a great deal more interesting.

Now I realize that in the huge mass-production industries the worker is more apt to become "a cog in the machine" than he is where industries are divided into smaller units

# ... YES!

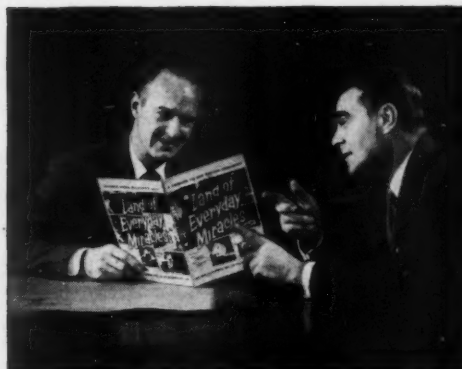
## Fleischmann's Yeast better goods



A complete Commercial Bakery Unit is operated at the famous Fleischmann Laboratories.



"What are the BAKING results?" When the technicians finish with their test tubes and microscopes—we give Fleischmann's Yeast the convincing "oven test"... so the answer to your question is, "The finest baked goods, every time!"



"What are the SALES results?" New promotion by Fleischmann to boost sales, ties in with Warner Bros.' great documentary, "Land of Everyday Miracles." Enriched Bread is featured in this Technicolor tribute to baking. Ask for the Plan!



"Nothing can take its place," say thousands of bakers about Fleischmann's Yeast. "Its uniform flavoring action and leavening power are unique." Put Fleischmann's more than 80 years of research and bakery sales experience to work for you!

# YEAST Fermentation is our business



Member

### Boost Your Cake Business with a Show Case Full of BUSH WEDDING CAKE ORNAMENTS Including the Revolutionary New Low Cost Cake Tiers!

Many of America's smarter bakers today have learned that you can increase the number and size of wedding cake orders simply by stocking and showing a larger selection of Bush wedding cake ornaments! Universally appreciated for their striking beauty and superior construction, they are worthy of a place on YOUR wedding masterpieces! Over 40 different styles and sizes in a complete range of prices to suit every customer's needs! . . . Bush's New Wedding Cake Tier Separators made from beautifully white styrene fulfill a long-felt need for quality separators priced so low the cost can be included in the price of the wedding cake. Order from your Supply House today.

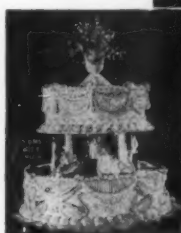
P. S. Have you seen the wonderful Bush Bowl Scrapers yet? Nothing like them!

. . . by Leon D. Bush

World's Largest Manufacturer of Cake Ornaments

Dept. A

4250 W. Diversey Ave., Chicago 39, Ill.



#450 SET  
6" - 8" - 10" WIDE  
4" HIGH

6" WIDE x 4" HIGH



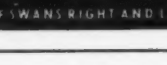
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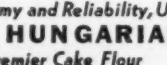
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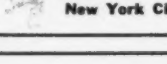
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### Miner - Hillard Milling Co.

WILKES-BARRE, PA.

Manufacturers of

CORN FLOUR - CORN MEAL

CORN SPECIALTIES

For Quality, Economy and Reliability, Use

### BROWN'S HUNGARIAN

America's Premier Cake Flour

BROWN'S HUNGARIAN CORPORATION

25 Broad Street New York City

## "I GUARANTEE THE QUALITY AND UNIFORMITY OF EVERY SACK OF Quaker Bakers Flour!"

The famous Quaker name—and a hard-and-fast guarantee—are back of every sack of Quaker Bakers Flour you buy. And every sack contains what today's changing baking formulas, and modern high-speed operations, demand in a short patent flour.

Quaker's uniform quality is the result of strictest wheat selection . . . modern milling under the high standards of The Quaker Oats Company . . . and constant laboratory checks for absolute dependability and trouble-free performance.

Get the facts today, by calling, writing or wiring...

## The Quaker Oats Company

CHICAGO, U. S. A.

Mills at: Cedar Rapids, Ia.; St. Joseph, Mo.; Sherman, Texas; and Los Angeles, Calif.





the real answer to the kind of product that will sell best.

Let us never forget that Mrs. Consumer is the final judge; that she is the real boss in the market place as well as in the home. Her likes, dislikes and whims—and the extent to which you satisfy them—govern the sales of your baked products.

In order words, to sell successfully, your products must not only be of high quality, but they must be the type that has the greatest consumer appeal in your particular market.

It stands to reason that you don't get mutual agreement on such problems as quality and its relation to the competitive situation unless some-

one makes it his business to explain the situation. And that is just one more reason why most modern businesses are taking the time and trouble to set up planning conferences between departments, and to set up employee relations programs between the workers, the managers and the supervisory personnel within those departments.

This brings us to the second technique I should like to discuss today—the ways and means to bring about a smoother meshing of gears within a department. And here we enter a field that has recently been recognized as one of the most rewarding subjects for research and action

in the entire area of industrial production.

Last April, Time magazine printed a special article on this comparatively new field titled "Human Relations—A New Art Brings a Revolution to Industry."

#### Will to Work

After giving a number of examples of amazingly successful employee reactions to such simple things as making a plant a friendlier place in which to work—Time concluded with the statement that "The human will to work is the most promising single source of productivity."

Now I realize that as production

men you may not consider yourselves directly responsible for creating and developing the employee relations policies for your bakeries. At the same time you cannot afford to be indifferent to any development which is described as America's "most promising single source of productivity."

As production men you have been trained to be on the alert against such things as dangerously rising temperatures—the wastefulness of any type of unnecessary friction—the costliness of clashing gears. Should you be indifferent when you see or hear these same symptoms in the men who man your machines?

By this I do not mean to imply that men should be regarded as machines. That was the fatal mistake that was made at the turn of the century, after Frederick Taylor had developed the famous time and motion studies which geared human operations to the precision of machines.

Although Taylor's system was an invaluable contribution to the mass production system, it failed to accomplish its purpose when based solely on the erroneous assumption that workers were little more than machines that had to eat. Later it was recognized that workers will not work at peak efficiency for food (or wages) alone; that they need recognition, encouragement and understanding if they are to hold up their ends in the marvelous mass production methods which this nation has pioneered.

It came as something of a shock to some managers to learn that higher wages were not the answer to all employee relations problems. But every type of survey has demonstrated the fallacy of that long-held belief.

According to an analysis by the Twentieth Century Fund, "Some of the industries most plagued by strikes are among those where the highest wages are paid."

#### Security

Another significant report was contributed by Elmo Roper, who after 10 years of polling workers came up with the conclusion that their four chief desires were:

Security—The right to work continuously at reasonably good wages.

A chance to advance.

Treatment as human beings.

Dignity.

A little reflection on those four points will convince anyone that machines and men are quite different.

Not even the brainy mechanical marvels developed by Thomas Watson's International Business Machine Co. have the capacity to desire "security"—or "a chance to advance" or "treatment as human beings"—or "dignity." I notice that Watson still distributes those famous "think" signs to his men not to his machines.

Yes—from the physical point of view a man or woman might be classed as a flesh and blood machine—but in your business and mine—people must be considered as human beings with minds, ambitions and emotions.

Two hundred machines may be identical. But not even two human beings are exactly the same. That's what makes understanding and managing people more complicated than managing machines and (like a horse race) it's what makes them a great deal more interesting.

Now I realize that in the huge mass-production industries the worker is more apt to become "a cog in the machine" than he is where industries are divided into smaller units

# ... YES!

## Fleischmann's Yeast better goods



A complete Commercial Bakery Unit is operated at the famous Fleischmann Laboratories.



"What are the BAKING results?" When the technicians finish with their test tubes and microscopes—we give Fleischmann's Yeast the convincing "oven test"... so the answer to your question is, "The finest baked goods, every time!"



"What are the SALES results?" New promotion by Fleischmann to boost sales, ties in with Warner Bros.' great documentary, "Land of Everyday Miracles." Enriched Bread is featured in this Technicolor tribute to baking. Ask for the Plan!



"Nothing can take its place," say thousands of bakers about Fleischmann's Yeast. "Its uniform flavoring action and leavening power are unique." Put Fleischmann's more than 80 years of research and bakery sales experience to work for you!

# YEAST

*Fermentation is our business*



Member

## Boost Your Cake Business with a Show Case Full of BUSH WEDDING CAKE ORNAMENTS Including the Revolutionary New Low Cost Cake Tiers!

Many of America's smarter bakers today have learned that you can increase the number and size of wedding cake orders simply by stocking and showing a larger selection of Bush wedding cake ornaments! Universally appreciated for their striking beauty and superior construction, they are worthy of a place on YOUR wedding masterpieces! Over 40 different styles and sizes in a complete range of prices to suit every customer's needs! . . . Bush's New Wedding Cake Tier Separators made from beautifully white styrene fulfill a long-felt need for quality separators priced so low the cost can be included in the price of the wedding cake. Order from your Supply House today.

P. S. Have you seen the wonderful Bush Bowl Scrapers yet? Nothing like them!

. . . by Leon D. Bush

World's Largest Manufacturer of Cake Ornaments

Dept. A

4250 W. Diversey Ave., Chicago 39, Ill.



—and where the proud tradition of handicraft still prevails.

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The famous Quaker name—and a hard-and-fast guarantee—are back of every sack of Quaker Bakers Flour you buy. And every sack contains what today's changing baking formulas, and modern high-speed operations, demand in a short patent flour.

Quaker's uniform quality is the result of strictest wheat selection . . . modern milling under the high standards of The Quaker Oats Company . . . and constant laboratory checks for absolute dependability and trouble-free performance.


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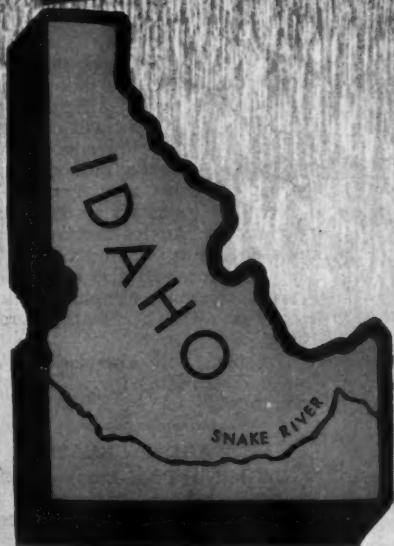




# The Miracle of Southern Idaho

Here, in an area of some 600 square miles of Southern Idaho, in the heart of the Snake River Valley, grows a purebred variety of soft white Spring Wheat—the kind that produces flour unequalled for whiteness, flavor and tenderness of gluten, and capable of carrying a high ratio of sugar and shortening.

In the area where this unique variety of wheat is produced, we operate more than 50 country stations from which we distribute clean, treated seed each spring. Late each summer, we receive the harvested crop. Thus, through a *controlled program*, purebred seed is planted year-after-year, thereby assuring us of a constant and uniform supply of this outstanding wheat which is used exclusively for the milling of our famous...



## PIKES PEAK **CAKE FLOUR**

The COLORADO MILLING & ELEVATOR COMPANY

General Offices: DENVER, COLORADO

isfaction cannot apply to the baking industry.

#### Job Know-How

I readily admit, of course, that greater job satisfaction is only one of the gears in the over-all employee relations picture. Such a program must be based on thorough training in job know-how on the planned development of supervisory personnel from the bottom up—and on a number of other inter-locking gears.

But I chose to emphasize the relationship between job satisfaction and increased production for the very reason that it is so human and so far removed from the strictly mech-

anistic view of production.

As men who are chiefly concerned with the hard mechanical facts of machine production and the scientific facts of fermentology, you are apt to assume that such vague objectives as greater employee job satisfaction are strictly up to top management . . . or to the personnel expert top management has hired to worry about them. But that's not necessarily so.

When top management OK's an expensive new piece of mechanical equipment for your department it's up to you to keep the bearings from burning out and the gears from stripping.

And when top management provides you with an expensive labor force it's equally up to you to do everything you possibly can to mesh the human relations gears so smoothly that maximum efficiency results.

There's no getting away from the fact that in modern mass production, the worker often is a "cog in the machine." As a matter of fact—aren't we all?"

But there is no reason why that has to be an unhappy state of affairs—if the cog knows what he is there for and if he knows what he is accomplishing in the over-all picture. After all, the importance of the human cog is most clearly dem-

onstrated when it is missing or when it fails to function properly. The result is usually best described by the well-known word Snafu ("situation normal—all fouled up").

Sooner or later in life we all begin to realize that we, as individuals, do not loom too large in the over-all scheme of things . . . that the sun will rise and set and the seasons arrive at their appointed time with practically no help on our part.

For most of us, thank God, this is a rather welcome realization. We stop trying to change the world on our own and accept our proper place in it. We start cooperating with other people instead of dictating to them. And most important of all—we start meshing the gears of human relations instead of throwing sand in them.

That is called the new "art of human relations" when applied to industry.

But don't let the terminology fool you. It is neither new nor different. It is merely a common-sense business application of the old, old principles that make up the "Art of Living."

—BREAD IS THE STAFF OF LIFE—

#### CONTINENTAL BAKING CO. OPENS CALIFORNIA PLANT

LOS ANGELES—"No human hand touches the dough" is the boast of the Continental Baking Co., Inc., which has opened a new Hostess Cake plant here. All handling of materials, blending ingredients and baking is done with automatic machinery. The 297 employees are schooled in the highest standards of good housekeeping and sanitation.

The new plant serves the area from the Mexican border to San Luis Obispo and Bakersfield on the north and east to include all of Arizona and El Paso, Texas. Stores within this area receive their Hostess baked goods from the fleet of 60 trucks.

The plant is fireproof, earthquake-proof and is of all steel construction. The production department is geared to the output of five vertical mixers. The floors are of hard maple and all lighting is fluorescent.

—BREAD IS THE STAFF OF LIFE—

#### BAKERY SUPPLY FIRM FORMED IN CALIFORNIA

LOS ANGELES—The V. E. Ackles Co. has formed as a new bakery supply and equipment firm at 2416 So. San Pedro St. Head of the company is Virgil E. Ackles, who invented and manufactured Veaco doughnut equipment until he sold his business to the Doughnut Corporation of America in 1948.

Mr. Ackles purchased the business and equipment of the Bakers Service Co. and the Avalon Manufacturing Co. The former firm will continue to service bakers with supplies while the latter will manufacture doughnut kettles and other equipment.

New inventions are ready for introduction, Mr. Ackles declared, including a doughnut icer and a fryer filter. The new firm will also offer the Ve-Ack-Co steaming cleaning service to bakers on either a rental or purchase basis.

The firm will also act as West Coast distributor for Ekco bakery equipment.

—BREAD IS THE STAFF OF LIFE—

#### WAGE INCREASE

ALTOONA, PA.—Employees of the A & P bakery department were granted a general wage increase of 12¢ an hour, according to an announcement by Max F. Gerlach, business agent for local 413.

A RECOGNIZED MARK OF EXCELLENCE FOR SEVENTY-FIVE YEARS



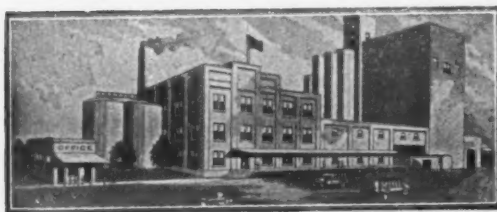
FLOUR FOR PERFECT BAKING



ANOTHER GREAT FLOUR

THERE must be a reason when a milling company can meet the test of 75 years of continuous operation. This year we are celebrating our 75th Anniversary. The reason—top notch baking quality in every sack of HUNTER flours for three generations.

THE HUNTER MILLING CO.  
WELLINGTON, KANSAS



ONLY THE HUNTER MILLS BETWEEN THE WHEAT FIELD AND YOUR BAKERY



# The American Stores Company

new bakery in Philadelphia uses the most modern equipment for efficiency and the finest, proven safeguards for sanitation including



## TRANS-FLO® cars because . . .

the vast flow of fine bakery goods from American Stores' ovens calls for a constant supply of flour to be transported from the mill, safely, quickly and with utmost sanitation. To do this job best, American Stores selected TRANS-FLO cars, because—

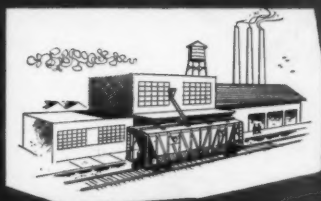
### A TRANS-FLO car and only a TRANS-FLO car . . .

- can carry 115,000 lb. of milled flour from mill-stream to bakery in one load . . .
- can be unloaded in 4-man-hours or less.
- saves time, lowers costs, speeds production, while preventing contamination and minimizing shrinkage.

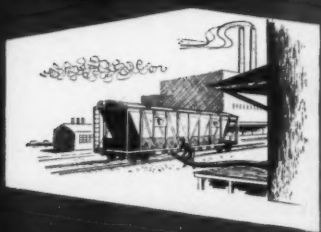
MEMO-

If your "on-line" bakery uses 5,000,000 lb. or more flour annually, then TRANS-FLO cars can make and save money for you.

We will be glad to make detailed, comparative analysis for your operation between your present methods and TRANS-FLO.



TRANS-FLO car being loaded with flour from mill stream.



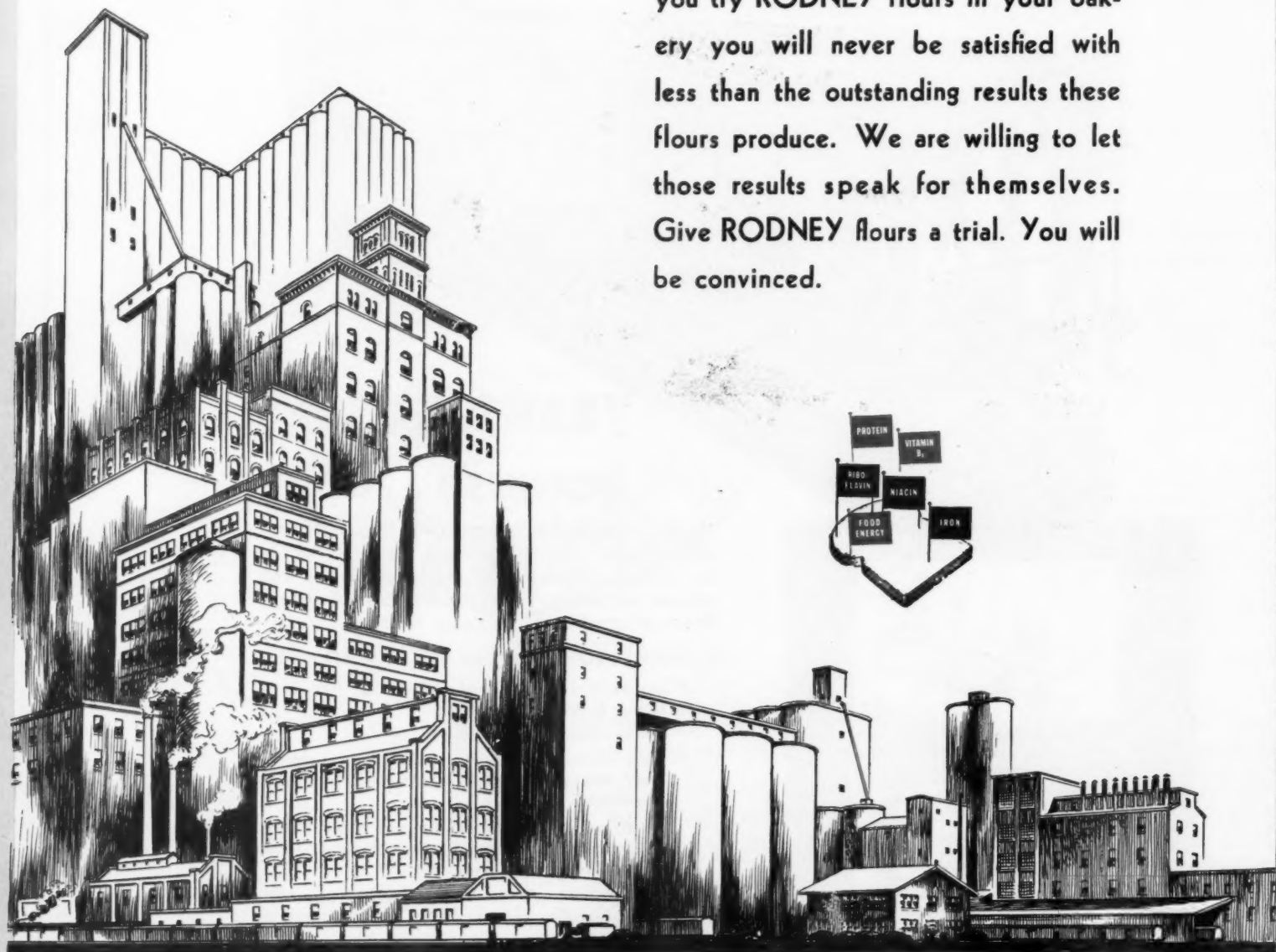
TRANS-FLO car being unloaded at bakery.

**GENERAL AMERICAN**  
TRANSPORTATION CORPORATION  
135 South La Salle Street, Chicago 90, Illinois  
Offices in all principal cities





**W**E can tell you again and again that RODNEY flours are the "tops" in good baking . . . but until you bake them you cannot fully appreciate their superior qualities. We know that if you try RODNEY flours in your bakery you will never be satisfied with less than the outstanding results these flours produce. We are willing to let those results speak for themselves. Give RODNEY flours a trial. You will be convinced.



*Mills at Kansas City, McPherson, Lindsborg and Russell, Kansas of the*  
**RODNEY MILLING COMPANY**  
**KANSAS CITY, U. S. A.**

22,000 CWTs. DAILY CAPACITY • 5,750,000 BUSHELS STORAGE



# Is Your Company "Exhibit A" to Your Employees?

Most of us can remember when few employers sincerely wanted their employees to become interested in economics, because then workers would ask questions that were "none of their business." I remember one company president who said to me, one day when we were discussing his annual report, "When our directors got together in the old days, to look at the financial statements, we actually used to pull down the shades, fearing that someone in the yard might get a look at the figures!"

Now the emphasis is quite the other way. Literally hundreds of leading corporations are teaching their workers economics and sitting up nights planning ways to get employees to ask questions. Those who have done the best job of explaining economic principles seem to be the ones which concentrated from the very start on examples taken from the company's own history, development and experience. On the other hand, firms whose management insisted on featuring global economic trends and theories, or what the management believed was good for employees to know, found their programs too general (and too dull) to hold the workers' interest.

## Programs Are Changing

Company programs of economic education for employees are shifting more and more from attempts primarily to "sell" the private enterprise system to one of helping workers understand the economic "facts of life" about the company and why the management pursues the course it does in conducting operations. A study of successful programs proves that employees crave this second type of information, and that supplying it to them in a form they can grasp is the surest means of increasing their economic understanding.

The reason why so many companies want their people to know more about economic facts and principles is that nine tenths of all the decisions top management makes are based on economic considerations. Employees, consciously or unconsciously, are always passing judgment on management's acts and policies and the verdicts are apt to be unfavorable if they are based on partial information or misleading "grapevine" reports. But experience shows that if workers understand what makes the company "tick," economically speaking, they usually see things in a different light. Actually, no one can grasp the significance of managerial decisions, or dis-

cuss them intelligently, without knowing the ABC's of business economics.

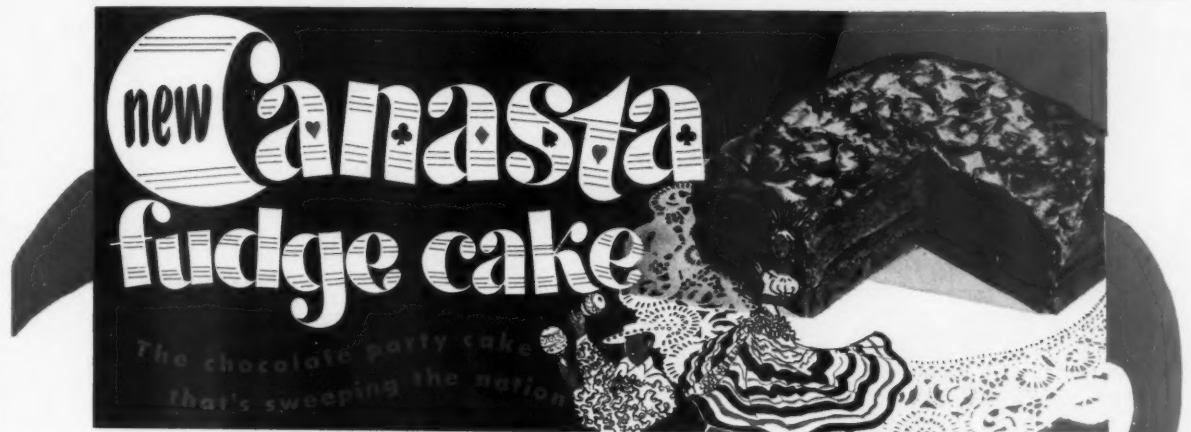
## Employees Want Economic Information

The president whose board of directors pulled down the shades to keep the figures secret was dealing with a different type of employee than he

would today. The general level of education has risen considerably, not only because of newspapers, magazines, radio and television, but also because youngsters stay in school longer than they used to. Naturally, the more people read and think and learn, the less content they are to just take an order and carry it out.

They will follow instructions faster and more effectively if they know the "why" and if the "why" makes sense to them.

Employee appetite for economic information is demonstrated by the questions they ask when something happens in the plant. They gripe and ask "how come?" when things aren't running smoothly. If a schedule is changed, and short runs interrupt production, they want to know why. If the maintenance program is cut in slack times, they grouse about it and wonder why things that should have been done are left until busi-



Leading baker\* racks up

**YEARLY SALES of \$67,000**  
with powerful selling helps like this!

Illustrated above is just one of the constant stream of point of sale advertising materials that pour out of Chapman & Smith to thousands of progressive bakers all over the country! For over 75 years, we have pioneered in sales promotion materials to help increase your sales and profits!

\*name on request

**FREE selling helps for you!**

Eye-catching, hard-selling counter cards, window streamers, back counter displays, lapel buttons, window display materials and other sales promotion helps are yours for the asking! Let us send you a recent assortment of these materials that have been ringing the cash registers for bakers all over the U. S.

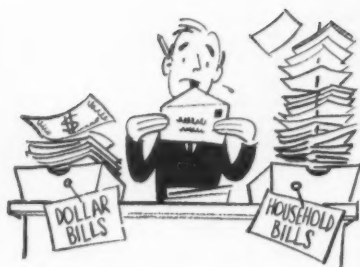


Employees are always passing judgment on management's acts and policies.

**CHAPMAN & SMITH COMPANY**

Rolling Pin Square • Melrose Park, Illinois

Serving the Baking Industry Exclusively Since 1878



The best place to start is the employee's own experience, which he may not recognize as being "economics."

ness picks up and the plant is too busy. Or they ask: "Why can't we put all of our production workers on an incentive plan? Why do we have so many forms to fill in? Why don't we get more help in our department?"

Hence economic education for employees really rings the bell when it is designed and conducted to give the rank-and-file the basic information they require and which they

crave so they can be in a position to judge management's acts and policies. Since they are going to do the judging anyway, it pays to give them the right evidence. By the same token, it pays to make the company "Exhibit A" in the education program.

#### Start with Employees' Own Problems

Even in the company-oriented program, the best starting point is the worker's own experience, which he may or may not recognize as being "economics." Every time he receives his salary, or pays his rent or repairs his roof, he is taking part in some phase of the enormously complex system which governs our existence. Depth attitude surveys conducted by our firm in many plants show how the average employee extends his personal experiences into his thoughts about the company where he works. The chain of association runs something like this:

★ Why is my work "worth" a certain number of dollars every month?

★ Why do people pay money to my company?

★ How did the company get started in the first place?

★ What are my chances for holding on to my job?

★ How has the company been able to survive as a business organization?

★ Will the company survive in the future?

Questions like these open up areas for discussion that quickly "cover the waterfront" of basic economic facts about business. It isn't easy to marshal all the needed information about a company or its industry. Such information rarely can be dug from textbooks. The best sources are the firm's own executives, its sales department personnel and the trade associations to which it belongs. Getting it together demands a systematic effort of contacts and interviews. Naturally all material so obtained should be screened for accuracy by qualified management personnel.

Useful background data can be obtained from organizations like the National Industrial Conference Board, American Management Assn., Foundation for Economic Education, National Association of Manufacturers

and the Chamber of Commerce of the U.S.A.

With a fair amount of digging, enough facts can usually be found to provide all the "text" a successful economic education project requires, especially when the latter is livened up with current news which has a bearing on the subjects under consideration. Bear in mind that the really effective programs are those which tell employees what they want to hear—facts which have a bearing on their job security, their opportunities for advancement, improvements in their social status and the like.

#### Organizing Company Information

Company information falls logically into a certain pattern, which in turn outlines the curriculum for the course. Here are some of the areas which unfold as the information is gathered:

##### 1. How the company got started.

In almost every case, investigation proves that three basic elements were present when a company began: (1) an idea, (2) courage and (3) capital. The original idea was motivated by an urge to make money, and the founders probably understood the risk they ran, since three out of five ventures fail. Hence the premium on courage, which remains a needed ingredient no matter how large the organization has grown.

Capital was needed not only to start the business, but also to keep it growing, to replace worn-out equipment and finance expansion, thereby providing more jobs for more people. As our population grows, some \$5.5 billion a year in new capital is required, just to provide work and working equipment for the normal additions to our labor force. Points like this have tremendous impact when actual figures about the company are introduced and emphasized.

2. Where does the money come from on which the company operates? This question opens the door for explanation.

(Continued on page 47)

# STOCK

A  
BIG NAME  
IN FLOURS  
FOR  
OVER  
90 YEARS

Famous for Flours  
Milled from Michigan  
Soft White Wheat

**F. W. STOCK & SONS, INC.**

Established 1862

HILLSDALE, MICHIGAN  
NEW YORK • BOSTON



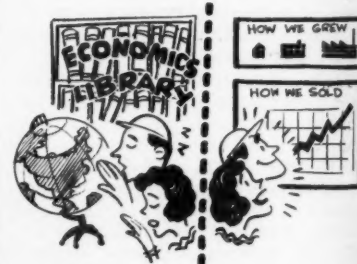
## Millers of STOCK'S PATENT

Stock's Patent will give you better:

LAYER CAKES  
POUND CAKES

CUP CAKES  
JELLY ROLLS

Stock's Patent is a short extraction type flour made from choice Indiana and Michigan Soft Wheats in one of America's most modern mills. Especially milled to carry 120-125% sugar, it is carefully produced under rigid laboratory control. Stock's Patent is uniform and dependable. See about using Stock's Patent in your cake formulas today.



Global economic trends and theories are less interesting to workers than the company's own history and experience.

*After all!*

"THERE IS NO  
SUBSTITUTE  
FOR QUALITY"

For More Than 50 Years  
These Flours Have Been  
Sold on QUALITY... Not Price

"WINGOLD" "WINONA" "STRONGFELLOW"  
"BOXER" "WINGOLD" Whole Wheat  
"WINGOLD" Wheat Graham  
"WINGOLD" Rye Flours—White, Medium, Dark

**BAY STATE MILLING CO.**

MANUFACTURERS OF  
HARD SPRING WHEAT & RYE FLOURS  
WINONA, MINNESOTA

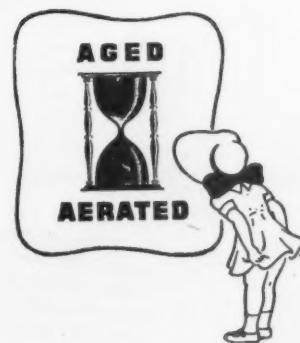




## from golden waves of grain

Only the finest high protein, hard spring wheats are used in the milling of King Midas Flour. And at every step in the milling process, emphasis is on quality.

That's why King Midas helps bakers to consistently produce higher quality products.



# KING MIDAS FLOUR

A PRODUCT OF KING MIDAS FLOUR MILLS  MINNEAPOLIS, MINNESOTA

# THE MARK OF "C"

STARRING CHRISTOPHER LUDWICK

"This is a story not about a soldier  
... but a baker"



## "A POWERFUL 30-MINUTE COMMERCIAL FOR BAKERS' BREAD"

"Gentlemen, I don't know what you scientists have recommended, but as a baker I'd like to remind you that bread always has and always will be the most essential and the most universal of all basic American foods. No matter what they eat bread—three times a day—every day. It is the only food that goes well with everything. We never get tired of eating bread. I have always said that the strength of a nation is in the good bread she eats. So, why not enrich the bread? The extra vitamins and minerals will not change the looks nor the taste of the fine white bread we've grown to love so much. But enrichment of our bread will improve the health of every American."

"... the strength of a nation is in the bread her people eat. So, the better our bread, the stronger our nation."

"... a new method of grinding wheat with steel rollers ... it crushes the grain without pulverizing the husks. The result is much better flour ... it's healthier too."

"... bread is one of our most important energy foods. And, when you realize that 85% of all the food we eat is used for energy, no wonder bread plays such an important part in our daily diets. And no wonder *knowledge* plays such an important part in the baking industry."

"... the spirit of progress was there when the bakers added milk to bread to give it higher nutrition and finer flavor. Today the baking industry uses huge quantities of non-fat dried milk solid from millions of gallons of pure wholesome milk ... one more important reason why American bread is the best in the world."

"... also the suppliers of the individual ingredients are constantly seeking ways and means to improve their products that go into bread."

"... by March of 1941 white bread was enriched with the essential health vitamins: thiamine, niacin, riboflavin and iron. Today you can see evidence of it yourself—the word 'enriched' is printed right on the wrapper of the loaf of bread."

"... even today the spirit of Chris is working right along with the Wheat Improvement Associations, bakers, millers, farmers, and agricultural scientists to develop new strains of wheat for better flour and better and better bread."

"... today many Universities are including baking as part of their regular curriculum. There is also a number of modern well-equipped schools devoted exclusively to the science of baking. One of these schools is the A.I.B. in Chicago where students from all over the country are working in the classrooms ... and scientific research laboratories ... and the test bakeries. They are working with the most modern of equipment, using the most modern of techniques ... learning how to make bread that is constantly better and better."





WINNER OF "OSCAR" FOR  
BEST PUBLIC RELATIONS FILM  
OF THE YEAR . . . Cleveland  
Film Festival, June 12, 1952.

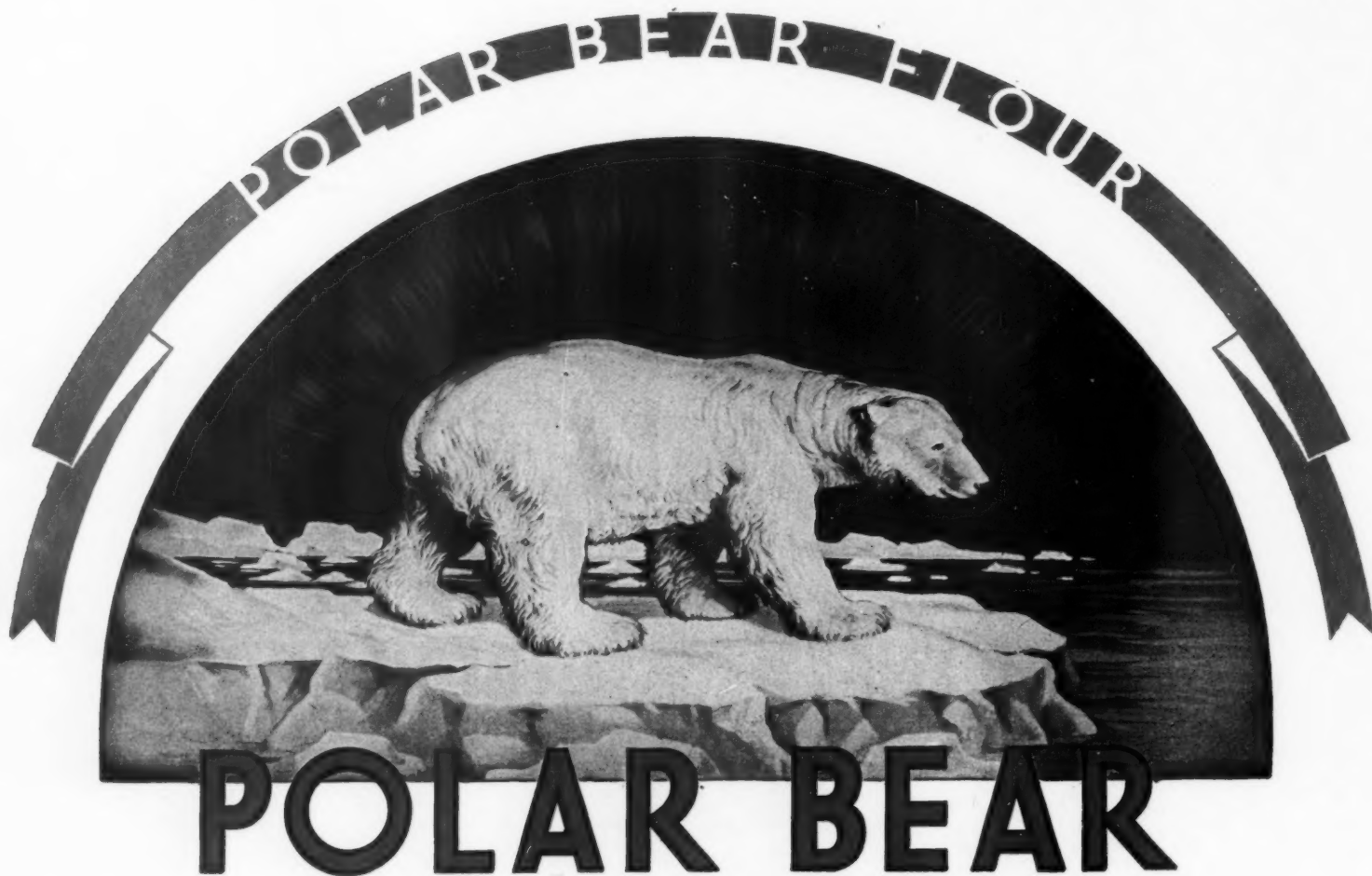
BAKERY SALES MANAGERS: 16 mm. Technicolor prints of  
"The Mark of C" available to you for showings to women's clubs,  
schools, civic and fraternal organizations, etc. Offers great sales  
and promotional opportunities. See your Anheuser-Busch Yeast  
Man for complete information.

BAKERY PRODUCTS DEPARTMENT  
**ANHEUSER-BUSCH, INC.**

ST. LOUIS



MISSOURI

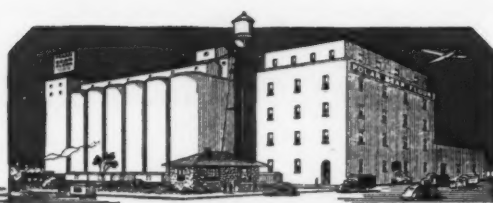


## FLOUR IS KING

Now as always, POLAR BEAR ranks at the top among fine bakery flours. POLAR BEAR will continue to justify the confidence of the many bakers who have used it steadily for so many years.

When you buy POLAR BEAR you buy  
"good baking."

*Founded by  
Andrew J. Hunt  
1899*



*Ralph C. Sowden  
President*

---

*The* **NEW ERA MILLING COMPANY**  
**ARKANSAS CITY, KANSAS**

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## "Exhibit A"

(Continued from page 42)

ing the various types of investment which provide the firm with working capital — common and preferred stocks, bonds, debentures and so forth. Also under the same heading come the four possible sources of equity capital in the future, (1) retention of earnings, (2) increasing the incentive for present investors, (3) by allowing life insurance companies and other financial institutions to subscribe equity capital and (4) government investment. The latter affords temporary relief in emergencies, often followed by unfavorable consequences, such as government competition, possible corruption, reduction of incentives which encourage economic growth, etc.

**3. Our competitive economy.** Almost every American company at some time in its history has had to make some radical change in its products, its production methods or its sales approach in order to meet competition and survive. Spelling out these hurdles makes an exciting story for its employees to read. The impacts of mass production, of changing price levels and shifts in buyer demand, are dramatic proof of inspired leadership. So is the firm's program of research and development, leading to new products and new applications.

**4. How prices are set.** Here we enter the realm of supply and demand, of purchasing power and "real" wages, and of government regulations, including wage and price control. Here is the peg on which to hang the company's own price history and the need for cost reduction and control.

**5. The function of profits.** Dividends to attract and hold investment are only part of this story, spelled out in terms of the company's past experience and future needs. Equally relevant is the need for accumulating reserves for replacement and for the possible "rainy days" that troubles management as well as employees in their capacities as individual spenders and savers.

This also gives management a chance to tell, without "preaching," how the company makes a profit and where the money goes, as well as to answer such questions as: How do earnings compare with total sales? How much was earned per share of common stock? Was this a fair return on the stockholders' investment?

Every company has a document which can play a stellar role in the economic education program—its balance sheet and income statement. Every year more companies make such information available to their employees, often in the form of special reports which dramatize the contents and make them easier to grasp.

Instruction in how to read the annual report leads employees safely through the reported facts, explaining the terminology and creating confidence in the all-over financial management of the firm. Further, even if all the employees don't fully understand the report, the very fact that management is willing to make the figures available, in and of itself, builds employee confidence and morale.

All such steps, including the impact of taxation on the company and its investors, as well as on the industry and on the national economy, inevitably add up to define top management's job—including the coordi-



## Emma, won't you please make up your mind!

Even the rankest tyro quickly discovers that all bowling balls aren't exactly alike.

The serious bowler often buys his own. He chooses it for fit, balance, trueness. His ball and another might look like twins, but chances are he can tell them apart blindfolded.

So it often is with Multiwall bags. Large users don't play the field. Brand preferences are definite and for good reason.

An increasing number of major buyers of Multiwalls are specifying Union as the best all-around value.

Sturdy Union kraft is of consistent quality, made from pulp from Union's own forests. Union's engineered manu-

facturing methods, in the world's largest integrated pulp-to-container mill, guarantee uniformly high standards and precision construction. And Union Multiwalls have maximum strength, verified by their outstanding performance record in use.

When you place your next Multiwall order, see what Union may have for you. You'll be in good company.

More so every day . . .

## IT'S UNION FOR MULTIWALLS



UNION BAG & PAPER CORPORATION • NEW YORK: WOOLWORTH BUILDING • CHICAGO: DAILY NEWS BUILDING

nation of men, money, materials and machinery and the use of controls to keep their respective contributions in balance. The need for decision-making and the management know-how and the specialization which makes sound decisions possible can be spelled out in this section.

Through the judicious use of company material it is possible to illustrate and explain a wide range of economic principles which otherwise might be difficult for some employees to grasp. For example, the concept of overhead can be expressed in terms of various departments, including their titles, locations and functions. Specialization as a principle becomes

clearer when management structure and purpose are used as examples.

Profits are often viewed in a different light when related to job security, expansion, improved working conditions and pensions. The same is true of financial soundness. The money-credit-investment story can be pegged to company financial reports, the accounting organization, the ratios of payroll and employee benefits to other major expenditures, and the cost of improvements in plant, equipment and working conditions.

Content, of course, is only one part of the economic education program. There are other important facets, including such vital factors as ad-

vance preparation and communication. Each is a story in itself. Preparation is a critical phase because the record shows that companies which go about the job in hit-or-miss fashion seldom get very far. The firms which obtain the best results are those which organize the people and the tools for such a project and which proceed only after careful study of their personnel.

Our experience proves that every program should be prefaced by research to determine the employees' readiness and ability to absorb economic information. The management should know about their attitudes, their background as members of a

# LA GRANGE FLOURS

La Grange Flours, whether plain or enriched, remain the same high standard, dependable flours that have characterized the products of La Grange Mills over the three quarters of a century and more of their operation.

This quality pattern is not an accident but the result of painstaking care in wheat selection and careful milling.

*You can depend on*  
**LA GRANGE FLOURS**

## LA GRANGE MILLS

Red Wing, Minnesota

**Fisher's** THE largest and most modern flour mill and elevators on the Pacific Coast with storage capacity at our mills of 2,500,000 bushels, together with more than one hundred elevators and warehouses in the choicest milling wheat sections of Montana, Idaho and Washington, insure the uniformity of all Fisher's Flours.

**FISHER FLOURING MILLS CO., SEATTLE, U.S.A.**  
Domestic and Export Millers  
CLIFF H. MORRIS & CO. EASTERN REPRESENTATIVE, 25 Beaver Street, NEW YORK CITY



"ROCK RIVER" RYE

"OLD TIMES" BUCKWHEAT

### "BLODGETT'S" RYE

All Grades—From Darkest Dark to the Whitest White  
—Specially Milled by the Blodgett Family—Since 1848

**FRANK H. BLODGETT, Inc., Janesville, Wisconsin**

## Exceptional Bakery Flours

**TWELVE-40 NO-RISK PLA-SAFE**

THE ABILENE FLOUR MILLS CO.  
ABILENE, KANSAS

Capacity 3,000 Cwts. Daily

Grain Storage 1,800,000 Bus.

### About the Author

Fred Rudge is a partner in the firm of Fisher, Rudge & Neblett, a management consulting service to over 70 corporations in the field of industrial, labor and community relations. He is the author of "Economic Information for Employees," published this year by National Foremen's Institute, New London, Conn. He also wrote the section on Plant Community Relations in Funk & Wagnalls' "Reading Course in Executive Techniques."

Mr. Rudge, who went to Haverford College and Columbia University, was founder and president, from 1932 to 1945, of William E. Rudge's Sons, a printing house specializing in corporate annual reports and other public relations brochures. He is a director and secretary of the National Management Council, of the New York Association for the Blind, and of the Dalzell Towing Co. of New York.



Fred Rudge

social group, their economic behavior and habits, the language they speak, their areas of interest and the level of their knowledge. Knowing why foremen and employees hold the opinions they do is the beginning of wisdom in developing a practical program.

So far as communication is concerned, all channels possible should be used. Word-of-mouth is what counts most, and the foreman is the logical incumbent for the "economics teacher" role. This means that supervisors must be given the right information and shown how to use it effectively, which is half the battle. Various types of printed and graphic material should also be employed, such as letters from the president, house publications, employee annual reports, bulletin boards and local newspaper advertising. All should be used to supplement, rather than replace, word-of-mouth. At all times, the objective should be two-way communication, stimulating employees to ask questions and initiate discussions, as well as dissemination of information from the top.

Hard work, to be sure, but worth

it! As Harold Stassen, president of the University of Pennsylvania, once remarked, "The most important single informational job that needs to be done in America is to develop a better understanding by the American workman of the modern capitalistic system of which they are a part. If they get to understand it thoroughly, they will never change it."

—BREAD IS THE STAFF OF LIFE—

### Merchandising Parley for Wholesale Bakers Planned for Dec. 1-3

The annual W. E. Long Co. advertising and merchandising conference will be Dec. 1-3 at the Drake Hotel in Chicago.

Devoted exclusively to the sales problems of the independent wholesale baker, these yearly events are attended by bakery owners, sales managers and key supervisory personnel.

William L. Goodman, vice president and director of advertising, and J. A. Smith, vice president and director of sales at the Long Co., will preside at the three days' sessions.

According to E. E. Hanson, president of the Long Co., the program will offer discussions on methods of dealing with the critical problems of bakery sales organization and management. There will also be presentations of new sales and merchandising techniques and practical analyses of marketing problems.

The aim of the meeting, Mr. Hanson said, is to provide sound, up-to-the-minute information which will help bakery sales managers get peak efficiency from their organizations and build sales volume to permanently high levels. This is one of four specialized meetings planned.



**HIGH GLUTEN FLOURS**  
For Bakers  
**The Morrison Milling Co.**  
Denton, Texas  
Emphatically Independent

**BLAIR'S** *Best Feed*  
**BLAIR MILLING CO., Atchison, Kans.**

### "Whitewater Flour"

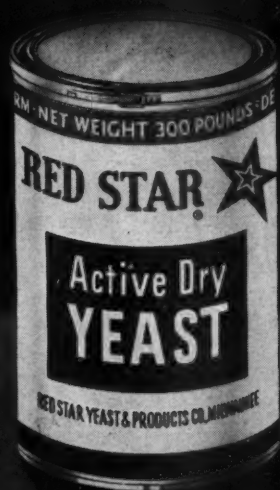
Ground Where the  
Best Wheat Is Grown  
WHITEWATER FLOUR MILLS CO.  
Whitewater, Kansas

### Fort Morgan Mills

Family and Bakery Flour  
Milled only from the very choicest  
Colorado highland wheats  
FORT MORGAN COLORADO



*Commercially proven...*



RED STAR YEAST & PRODUCTS COMPANY, MILWAUKEE 1, WISCONSIN



**WORTH LOOKING INTO . . .**



**NEW PRODUCTS**  
•  
**NEW SERVICES**  
•  
**NEW LITERATURE**

A reader service feature announcing the development of new and improved products, new services and new literature offered by manufacturers and suppliers. Claims made in this department are those of the firm concerned. Further information on any of the items discussed in this department may be obtained by writing the Reader Service Department of:

**The American Baker**  
118 So. 6th St. Minneapolis, Minn.

### No. 3307—Sealer

Mercury Heat Sealing Equipment Co. has published new literature on its Mercury Vacumatic bag and label sealing machine—with controlled vacuum label feed. The units are designed for those manufacturers that market a product in a bag with a (saddle) label sealed over the bag top. The Mercury-manual operated MPE 8 is designed specifically for sealing polyethylene or pliofilm. Sealing is accomplished by the machine's own pressure. The Mercury Vacumatic bag label sealing machine folds the label, places it on the bag and seals the bag and label in one operation. Literature is available by checking No. 3307 and mailing the coupon.

### No. 3305—pH Meter

Photovolt Corp. has introduced a new portable pH meter, Model 125, which uses three ordinary radio bat-

teries. While it is primarily intended for battery operation, a stabilized power supply unit can be furnished to operate the instrument from an AC power line. Company officials said that the three radio batteries will give 2,000 hours of service. Additional information may be secured by checking No. 3305 and mailing the coupon.

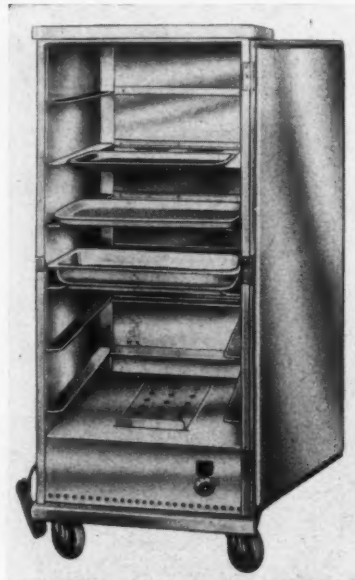
### No. 3309—Management Book

Chapman & Grimes, Inc., has released its book, "Financial Management for the Small Businessman," by L. A. Tungate. While this work is not an accounting textbook, it is based on accounting principles, simply explained, to bring out the practical aspects of financial management, states the author. Chapters are devoted to budgets, cost control, inventory control, financial statements, ratios and turnovers. Mr. Tungate has

more than 30 years of accounting experience, both professional and industrial, and is presently manager of the Foreign Accounting division of Libby, McNeill & Libby, food packers. List price of the book is \$3. Check No. 3309 and mail the coupon.

### No. 3303—Hot-Cold Cabinet

A new line of hot-cold cabinets has been developed by Crescent Metal Products, Inc. The heating system of these cabinets consists of a bank of thermostatically controlled electric



heating elements and a forced air fan. Heating range is up to 150°. For cold operation, a dry ice compartment is used to cool the air that is circulated by the forced air fan. The units are built in a number of sizes. More details are available by checking No. 3303 and mailing the coupon.

### No. 3304—Melted Shortening Unit

The Ferry Steel Products & Equipment Co. is now distributing a new unit, the F. S. P. Shortening-Flo, which the firm says will speed up and improve handling of mixes by melting the lard or shortening. The unit melts and flows shortening to mixers, double screens it and measures it through meters. It measures approximately 5 by 7 ft. and is 6 ft. high. Company officials say the unit is designed to prevent any possible contamination of shortening by confining it. More data is available by checking No. 3304 and mailing the coupon.

### Also Available

The following new products and services have been described in detail in recent issues of this journal. Information about them still may be obtained. Jot the appropriate number or numbers on the accompanying coupon and drop it in the mail.

No. 3277—Folder on "Scotch" brand pressure sensitive tapes, Minnesota Mining & Mfg. Co.

No. 3278—Changeable copy, store-hours display sign, Shaw & Slavsky, Inc.

No. 3279—Plastic floor resurfacer, Dasco Chemical Co.

No. 3280—Rubber mats for permanent displays at point of purchase, Pawling Rubber Corp., distributor.

No. 3281—Summary of federal bread standards and bakery specifications, Minerva Wax Paper Co.

No. 3282—Automatic dispensing

unit, American Machine & Foundry Co.

No. 3283—Roofing compound, the Dasco Co.

No. 3284—"Zip Tape" cellophane bag, Dobeckmun Co.

No. 3285—New Line of pumps for the baking industry, Alemite Versatall Equipment division of Stewart-Warner Corp.

No. 3286—Plastic tote box, Tewes-Roedel Plastics Corp.

No. 3287—Pan washer, Republic Tool Co.

No. 3288—Standby electrical plant, D. W. Onan & Sons, Inc.

No. 3289—Cake circle, Chippewa Paper Product Co.

No. 3290—Packaging advisory service, Sylvania division, American Viscose Corp.

No. 3291—Mallard design container, I. D. Co.

No. 3292—Reach-in freezer, Elliot-Williams Co.

No. 3294—Proof cabinet, Crescent Metal Products, Inc.

No. 3295—Booklets on baking, Borden Food Products Co.

No. 3298—Coconut ingredient, Durkee Famous Foods Division, the Glidden Co.

No. 3299—Delivery cart, Coleman

## Mennel

Quality, Uniformity,  
Laboratory Control

HOSTESS  
SUPERCAKE

Special  
Cake Flours

The  
Mennel Milling Co.

TOLEDO, OHIO - U.S.A.

## Mennel

### CODING AND MARKING

"Code dating and marking machines for the flour milling and baking industries. Coding bread wrappers, cellophane and packages, etc., our specialty.

Write for information on a specific problem

**KIWI CODERS CORPORATION**  
3404 N. Clark St. Chicago 13, Illinois

### Wisconsin Rye Flour

We Specialize in Dark Varieties

**FRANK JAEGER MILLING CO.**  
DANVILLE P.O. Astlee WISCONSIN

**FULTON  
BAG &  
COTTON  
MILLS**

BAG MAKERS SINCE 1870

Kansas City, Kan.  
Atlanta - Los Angeles  
St. Louis  
New York  
Dallas  
Minneapolis  
New Orleans  
Denver

**Jonathan Hale & Sons, Inc.**  
MANUFACTURERS OF FINEST  
**MICHIGAN SOFT WHEAT FLOURS**  
IONIA, MICH. PHONE 65  
Since 1856

Send me information on the items marked:

- ☐ No. 3303—Hot-Cold Cabinet  
☐ No. 3304—Melted Shortening Unit  
☐ No. 3305—pH Meter  
☐ No. 3307—Sealer  
☐ No. 3309—Management Book

Others (list numbers) .....

NAME .....

COMPANY .....

ADDRESS .....

CLIP OUT — FOLD OVER ON THIS LINE — FASTEN (STAPLE, TAPE, GLUE) — MAIL

FIRST CLASS  
PERMIT No. 2  
(Sec. 31.9,  
P. L. & R.)  
MINNEAPOLIS,  
MINN.

**BUSINESS REPLY ENVELOPE**  
No postage stamp necessary if mailed in the United States

POSTAGE WILL BE PAID BY—

The American Baker

118 South Sixth Street

Reader Service Dept. Minneapolis 2, Minn.



Division, Fanner Metal Products Co.  
**No. 3300** — Panning equipment, Union Machinery Co.  
**No. 3301** — Folder on decorations, Wesco Products.  
**No. 3302** — Floor machine circular, Hild Floor Machine Co.  
**No. 3296** — Cake tier separators, Leon D. Bush.

—BREAD IS THE STAFF OF LIFE—

## Frozen Baked Products Gain Fast Acceptance

By Herman Dressel  
 Dressel's Bakeries  
 Chicago, Illinois

**M**ANY of the statements I make have been known by some of you. The refrigeration companies and the press have sought the facts of low temperature application from a few of us bakers and have already passed this information on to you.

To date there are eight low temperature boxes in the Dressel Bakeries and cake outlets and we are in the market for one or two more. If we had 50 stores we would have at least that many freezers.

I consider any statements I make as facts. Many of you bakers may not agree with me but that does not alter this statement. All my experiments were made between me and the Dressel customers. Today they are buying more of our products than ever before. I am convinced that my theory on freezing bakery goods is sound and it is more economical than any that have been presented to me by refrigerating companies or by any other baker or chemist. We are today, because of the freezer, producing more products, in a more orderly manner, resulting in greater uniformity of appearance and quality.

The freezing of foods, to retain its freshness, is nothing new. Before mechanical refrigeration was available, man used the cold winter temperatures to do this job for him. The merchandising of packaged, baked and unbaked, bakery goods has been tried with moderate success. This is a venture in itself. I wouldn't, and I surely would not advocate that you put in a freezer to sell frozen bakery goods. Outside of a farm area or a community where the people have large homes, there is none or very little freezer space available for bakery items.

My discussion pertains solely on the application of low temperatures to solve the baker's problems on production, stales, shortages, varieties, etc.

Let me present my story in an orderly manner.

**1. What type of equipment do I advocate?** My unpackaged bakery products, baked and unbaked, are stored in a temperature ranging from 10° to 15° above zero. Do not try and take a retarder and run it down to this temperature. It isn't built for it. A low temperature box should have at least 5 in. cork insulation on all sides. It should be engineered to attain and hold at least a zero temperature. This will assure good performance for the higher temperatures under the worst summer conditions.

**2. What will this equipment cost and can I afford it?** For a shop doing a weekly business of \$800 to \$2,000

the cost would range from \$2,000 to \$3,000. I have always said and still say "You can't afford to be without it." It pays for itself in less than a year. The following figures prove this. Applying a \$2,500 freezer to a \$1,000 a week business results in the following figures:

Savings	
Cutting stales from 5% to 1%...	\$40
Shortages—about .....	20
Extra variety, about .....	5
Production savings, about .....	10
Total .....	\$75
Cost	
6% interest .....	\$3
Depreciation .....	5
Maintenance .....	10
Total .....	\$18

These conservative figures result in a saving of \$57 a week. This more than pays for the equipment in one year.

**3. What will a freezer do for me?**

a. This equipment practically eliminates stales. By storing part of your contemplated sales, you are certain not to have any merchandise left. Many times unpredicted bad weather comes along after your production has been completed. Immediately, some of your products are placed in the freezer.

b. Shortages are eliminated. You always bake the top amount that you might sell. You are always making merchandise ahead. These products can always be drawn upon if needed.

c. It allows a full variety of products every day. With the use of a freezer you are not making small costly batches. You can make enough for a week and you can draw on this supply daily.

d. It takes away the week-end slavery and many times allows the elimination of the extra man. Full production every day makes it possible for you to bake early in the week for the week-end.

e. It cuts down night work. This is accomplished in various ways. Unbaked yeast goods can be made in advance or a small amount of baked yeast goods can be made a day ahead and earmarked for the early trade. This will allow you to bake later. The added advantage is that your freshly baked products will come out later and closer to the time of sales.

In the Dressel Bakeries the 12-hour day is gone and every employee is happy. Their enthusiasm for freezer operation is as great as ours.

I will now discuss low temperature application to various bakery items.

**1. Cakes.** Use the freezer solely for cakes already baked; they improve in texture and retain all the goodness that you have put in. Cakes iced with a butter cream type of icing can be placed in freezer immediately. More care has to be used when using a fondant type of frosting. I do not recommend icing a cake ahead with this type of frosting during the hot humid weather. Freeze the cake and frost it after thawing. This icing loses some of its gloss and it dries very slowly after removing from freezer. I do recommend its use on cakes once the weather turns cold and the shop humidity is lowered. Every freezer is somewhat different in regard to humidity so every baker can solve this problem himself. Whipped cream filled layer cakes keep perfectly.

**2. Sweet Yeast Goods.** On these products we use freezer operation 90% for the unbaked. The formula is not changed. Danish doughs are handled in the ordinary manner. The products are filled, shaped as usual.

These can be put into molds or on pans and placed into freezer in this stage. On straight doughs the procedure is somewhat different. Unless this dough is extremely rich, place the made up products on top of pans that have a flour bag spread over it. Do not put these directly in molds or on pans. Do not wash these before freezing. Do this after taking them out of freezer to proof. Use a very lean egg wash on all frozen yeast goods as they color more than the unfrozen. Go easy on the proofing, especially on the straight dough items, as they have much more spring in the oven.

In regard to baked yeast goods—these can be frozen satisfactorily. If frosted, they lose a very slight amount of the desired fresh appearance. Allow the uniced baked frozen coffee cakes to reach room tempera-

ture before frosting them. Baked yeast goods, iced or uniced, can be defrosted quickly by placing these items into the oven for a short period. Only defrost the coffee cake, do not overheat it as this will dry it.

**3. Plain rolls and bread.** Bread dough can be molded and frozen. Shape after defrosting. Plain rolls and bread can be frozen after baking.

**4. Double Crust Pies.** Unbaked pies freeze perfectly. These can be baked in the frozen state. Move these once during the baking. Baked and unbaked pumpkin pies can be frozen.

**5. Baked unfilled puff paste,** such as patty shells, cream horns, cream slices, etc., freeze very satisfactorily, retaining flakiness.

Practically everything in the bakery can be frozen.



## DAINTY PRINTS

Smart Millers like them because they make sturdy, attractive flour bags that please customers, guarantee satisfaction and build repeat sales.

Smart Women like them because they are chic and well-styled, and come in delightful color combinations and a wide assortment of patterns.

★ ★ ★

Cotton bags are easy and quick to handle and stack — no skidding. Durable and safe — no breakage. Flexible, easy on the hands, can be stored in any temperature.

Write, wire or phone our nearest office for quotations

# MENTE & CO., INC.

Box 1098  
 Savannah

Box 690  
 New Orleans

Dept. N  
 Box 204  
 Houston

Sales Offices or Representatives in New York, Chicago, St. Louis, Denver, Cincinnati and other large cities

**PRESTON-SHAFFER MILLING CO.**  
 MERCHANT MILLERS  
 ESTABLISHED 1865

SOFT WHITE WINTER WHEAT FLOUR A SPECIALTY

Also Choice Blue-Stem and Hard  
 Spring Patents

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General Offices: WALLA WALLA, WASHINGTON  
 Mills at Watsburg, Washington, Freewater, Oregon, and Athena, Oregon  
 Atlantic Coast Office, RAYMOND F. KILTHAU, Produce Exchange, New York

## Ring the Baker's Doorbell

Installation of the new rotary oven was completed at the **Gordon, Neb., City Bakery.**

The name of the Quality Bakery, **Longview, Wash.**, has been changed to the Marckx Bakery. Mr. and Mrs. Edward I. Marckx have announced.

Mr. and Mrs. Marckx are also operators of the Marckx Bakery, Inc., in **Gresham, Ore.**

The Kream Krust Bakery in **North Bend, Ore.**, is expected to move into a new building in December, the owners, F. M. and E. W. Scoville, have

announced. The two-story building is now under construction.

Purchase of three bakery shops operated in **Lockport, N.Y.**, by Samuel Morello was announced by Perry Sisley, proprietor of Sisley's Restaurant. The transaction included the

Locust Bake Shop, Main Bake Shop and the Plaza Bake Shop. Mr. Sisley said he will continue operation of the Locust and Plaza stores under the new name of Sisley's Bakeries. The Main Bake Shop will be closed.

Herman Schmidt, **St. James, Minn.**, baker has resumed operation of the Schmidt City Bakery after an interval of nearly two years.

Mr. and Mrs. Arnie Liestman, **Paynesville, Minn.**, are the new owners of the New London (Minn.) Bakery.

Mr. and Mrs. Clyde Morris have purchased the bakery at **Morton, Minn.** They will continue operating the Walnut Grove (Minn.) Bakery.

Marvin Willyard, formerly of **Topeka, Kansas**, has taken a position as baker at the **Auburn (Neb.) Home Bakery**, according to L. H. Johnson, manager. Mr. Willyard will specialize in pastries and cake decorations.

Harlan's Bakery has reopened in a new location at **Sidney, Neb.**

The lease on Sauer's Bakery, **New London, Wis.**, has not been renewed and Harry Emans, owner of the building, is seeking another baker to take over the plant.

Omar, Inc., operations in **Davenport, Iowa**, have been moved into a new plant, according to W. J. Coad, Jr., Omaha, company president.

A new firm in **Kimballton, Iowa**, is the Kimballton Bakery & Coffee Shop, owned by Carrie Christensen. Mrs. Henning Rasmussen is the manager.

A new corporation, Charlotte Heinemann Bakeries, Inc., has been formed in **Milwaukee.**

Jean S. Cook has been named **Dallas** sales manager for the National Biscuit Co. He has been special representative for the past 13 years in Dallas.

Aston's English Bakery has moved into larger quarters in **Preston Square shopping area, Dallas, Texas.**

Henrietta and Eugene Dexter, who built a neighborhood bakery in **Springfield, Mass.**, into the largest independent bakery concern in the East, have distributed over \$470,000 in the past five years to social agencies. Funds come from interest derived from a principal of \$1,650,000 held in trust by a Springfield bank.

The Ellison Baking Corp. filed articles of incorporation with the principal place of business to be in **Palmyra, Ohio.** William Ellis and Richard Ellis, Palmyra, Donald E. Ellis and Leonard P. Ellis, Fort Wayne, constitute the first board of directors. The capital stock consists of 1,000 shares of \$100 par value.

Allen Pastry Shop, Inc., of which Irving R. Pressman, **Arlington, Va.**, is president, has been formed in **Falls Church, Va.**, to do a bakery business. Maximum authorized capital stock is \$20,000.

The Hitchner Baking Co. has begun operations in a new plant at **Exeter, Pa.**, marking the revival of

# America Runs on Bread!



Help keep it Strong!  
**ENRICH** your bread with



Bread is basic—and today, more than ever before, deserves to be called the staff of life.

Enriched bread has become a keystone in the national effort to eliminate malnutrition. And you, the bakers, through the enrichment of your bread, are playing a vitally important role in helping to build a healthier, happier and stronger nation.

Be proud of your part in this great contribution—just as we are proud, and grateful when you call on us for the help of B-E-T-S.

# B-E-T-S

THE FIRST  
BREAD-ENRICHMENT TABLET  
STILL THE LEADER!



## Sterwin Chemicals Inc.

Subsidiary of Sterling Drug Inc.  
1450 BROADWAY, NEW YORK 18, N. Y.

Pioneers in Food Enrichment

Stocked for quick delivery: **Rossmore (N. Y.), Chicago, St. Louis, Kansas City (Mo.), Denver, Minneapolis, Los Angeles, San Francisco, Portland (Ore.), Dallas and Atlanta.**



The California Raisin Industry picks up the tab for this full-color ad in December issues of *McCall's* and *Better Homes & Gardens* ... total circulation: 7,734,279

This is yours—your own advertising. Take a good look—

Do you see the  
**TRIPLE  
PLAY**  
here

COOKIES to pies to fruit cake—you've got three ways to tie-in with this advertising during the holidays. Three ways to make all the come-on of this ad work for your baked goods.

One and all, you can make them pay off. This way:

Step up your quantity of raisin baked goods all through the holidays.

Feature raisin-rich cookies, pies and fruit cake on your store signs. Use the appetite-creating words from the ad if you want to.

Feature raisin baked goods in your own advertising, too—as lead items to attract more of the good-eating holiday business to your line.

*P.S. Raisin bread and raisin baked goods are also featured every month in SUNSET, PARENTS, TODAY'S WOMAN and TRUE STORY... total circulation: 5,135,189.*

For FREE year 'round advertising and merchandising helps, write to: CALIFORNIA RAISIN ADVISORY BOARD, Box 1963, Fresno, Calif.

1. FESTIVE AS THE HOLIDAYS—the cookies you buy or bake—rich with raisins. It's a healthful richness, too—thanks to raisins' iron and other essential minerals.



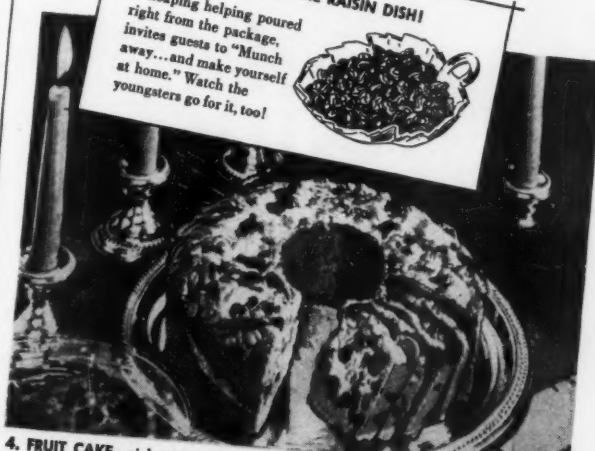
2. PIE, OF COURSE! Raisin or mince... store-bought or baked at home. You take your choice—and plump, juicy raisins make sure it's a good one.



Four  
happy holiday eatings—  
**RICH WITH  
RAISINS**

3. WHO CAN RESIST THE RAISIN DISH!

A heaping helping poured right from the package, invites guests to "Munch away...and make yourself at home." Watch the youngsters go for it, too!



4. FRUIT CAKE—rich with raisins—is rich in the tradition of holiday entertaining. Be sure you have some on hand. They make wonderfully welcome gifts, too.

CALIFORNIA RAISIN ADVISORY BOARD, FRESNO, CALIFORNIA

MAKE YOUR OWN  
BAKING AND SALES  $\Rightarrow$  **RICH WITH CALIFORNIA RAISINS**

## GET BIGGER PIE PROFITS

with

**PIE-PAKS** . . . the dust-proof pie containers with an overall cellophane top to allow full visibility of your products and show your name prominently displayed — keep that "oven-fresh" flavor in your pies longer and reduce stales and damage



FOR SOFT PIES



FOR TWO-CRUST PIES

returns to a minimum. Sturdily made of pure virgin pulp, chemically treated for sanitary purposes. Send for special low-cost trial order of 1000 Pie-Paks to Department E.

**PIE-PAK COMPANY, INC.** • 1300 HUDSON STREET, HOBOKEN, N. J.

## A SERVICE DESIGNED FOR BAKERS

55,000 square feet of public dry storage. Class A reinforced concrete building. Overhead sprinklers.

Specializing in handling of bakery ingredients and supplies, pie fruits and confectioners items.

Efficient truck deliveries and pool car distribution.

Five elevators providing expedited will-call service.

Dock capacity: 20 trucks. Rail capacity: 15 cars.

On Los Angeles Junction Railway rails with switching charges absorbed by line haul carriers.

Fully licensed and permitted by California Public Utilities Commission.

**FLOUR, INC.**

**4219 N. Produce Plaza, Los Angeles 58, Calif.**

## STEADY SELLER



Self-Promoting Package for 10 lbs. of Flour



- Woven Colored Borders (Non-Fading) — in Blue, Red or Green
- Appealing — because it's so useful. Just watch women carry them out!

*Always Something New*  
**PERCY KENT BAG COMPANY, INC.**  
KANSAS CITY • BUFFALO • NEW YORK

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Our natural wheat supply territory in northwestern Kansas grows the best baking hard winter wheats in the world.

We get virgin, country-run wheat from this territory directly from our own country elevators and we can buy freely also in our Salina market which draws from this area.

This background of choice baking quality is readily apparent in the excellence of Robinson flours in the bakery.

**The ROBINSON Milling Co.**  
**SALINA, KANSAS**  
MILLING CAPACITY 2,700 CWTs.  
GRAIN STORAGE 1,350,000 BUS.

*The Standard Others Strive to Reach*

**WHITE SWAN FLOUR**

SPRINGFIELD MILLING CORPORATION  
580 GRAIN EXCHANGE AT 6339  
MINNEAPOLIS • MINNESOTA  
Mills at Springfield, Minn.

**Victor-Champion-Frost King-Headliner**

Family Flour De Luxe  
**THE CRETE MILLS**  
CRETE, NEB.

**A SUCCESSFUL DONUT BUSINESS CALLS FOR THE FINEST EQUIPMENT and MIX**

**DOUGHNUT CORP. OF AMERICA**  
393 Seventh Avenue New York 1, N. Y.

**Michigan Soft Wheat Flour**  
Plain and Self-Rising  
**King Milling Company**  
LOWELL, MICHIGAN

**Evans Milling Co., Inc.**  
INDIANAPOLIS, IND., U. S. A.  
Manufacture Kiln-Dried  
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## **A PREFERRED PRODUCT opens the door to increased sales!**

Every attic, in some obscure trunk or drawer, has its collection of discarded keys . . . odd and unusual shapes, some plain and simple, all designed to open objects long forgotten.

But when it comes to opening the door to bakery sales success, only one key fits the lock. And that key is a preferred product. A product consumers choose time and time again.

Midland Flours are milled to put your products in the "preferred" class. From preliminary crop surveys through the actual milling process, scientific controls eliminate all guess work and chance . . . assure you of absolutely uniform, top-quality baking results.

It will pay you to pick Midland Flour every time.



**Town Crier  
flour**

UNIFORMLY MILLED FLOURS BY

**THE MIDLAND FLOUR MILLING COMPANY  
NORTH KANSAS CITY, MO.**

# DOWN THRU THE YEARS...

## for 3 generations...

For the future, too, GOLDEN LOAF will always be the big value in uniform, strong, fine spring wheat flours.

### "Golden Loaf" FLOUR

TENNANT & HOYT COMPANY  
LAKE CITY, MINNESOTA

#### SPRING WHEAT FLOURS

## RED WING SPECIAL BIXOTA

### CREAM of WEST

PRODUCE BREADS WITH TASTE APPEAL

## THE RED WING MILLING CO.

RED WING, MINNESOTA

Wheat Washed with Our Own Artesian Well Water.  
Flour Tested and Baked in Our Own Laboratory.

**Queen  
Quality  
FLOUR**

Low Protein  
Mellow Type

### TWO BAKERY-TESTED QUALITY FLOURS

WIDE TOLERANCE NEBRASKA FLOURS  
MAKE HAPPIER PRODUCTION HOURS

**WISDOM  
FLOUR**

High  
Protein

### NEBRASKA CONSOLIDATED MILLS COMPANY

Mills at Omaha, Grand Island, Fremont, Nebraska, and  
Alabama Flour Mills Co., Decatur, Alabama

All Grades

## RYE FLOUR

1000 cwts. Flour—250 cwts. Meal

## GLOBE MILLING COMPANY

WATERTOWN, WISCONSIN

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Plaza Bakery has opened in Hollywood, under the partnership of Bert Kline and Joe Rosenbaum.

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#### CAROLINA BAKERS PLAN ANNUAL GOLF TOURNEY

PINEHURST, N.C.—The Bakers Association of the Carolinas has made plans for the annual stag golf tournament on Jan. 31 and Feb. 1 at Carolina Hotel, Pinehurst, N.C. Golfers and non-golfers are invited to attend.

A committee of nine men has been appointed by John H. Fox, president, to handle tournament details. Committee members are: R. W. Hubner, Pollock Paper Corp., Greensboro, N.C., chairman; Frank Dove, Rushin-Pearson, Charlotte, N.C., co-chairman; Pitts Hudson, Bamby Bakers, Salisbury, N.C.; J. C. Hightower, Durham Baking Co., Durham, N.C.; Paul Nobert, H. C. Brill Co.; Kermit Murphy, Southern Laboratories; Bill Wine, Transparent Packings; Clarence Funk, the Brolite Co., and Charlie Blair, Standard Brands, Inc., all from Greensboro, N.C.

#### BAKING DEMONSTRATION

MINNEAPOLIS—Paul Pfrommer, Durkee Famous Foods, Chicago, conducted a demonstration at Dunwoody Baking School here for 100 bakers of Minneapolis and baking students. Mr.

Pfrommer made up a large variety of coffee cakes, Danish rolls, fillings, and toppings. He also made up a large number of puff pastry products featuring the use of margarine. He explained the procedures in making up the various doughs and demonstrated the making up procedures.

#### BOB JOHNSON NAMED SALES REPRESENTATIVE

OMAHA—Bob Johnson is a newly appointed national sales representative of the Paramount Paper Products Co. of Omaha, printed tape and label producers.

Mr. Johnson, a Creighton University graduate, was formerly a sales supervisor for Lever Brothers Co. from 1940 to 1946 except for a period during which he served as a captain in the army. Prior to joining Paramount, Mr. Johnson operated his own chain of theaters in Iowa.

#### LARGER QUARTERS

LOS ANGELES—The Tip Top Donut Co. celebrated its ninth anniversary by moving into its own and larger building. The plant has a daily output of more than 2,500 doz. of 21 varieties. The Tip Top has opened a retail outlet that is open 24 hours a day. This store unit in the plant sells about 300 doz. daily, capitalizing on the demand for doughnuts from night workers. Owner is Lloyd Farrar.

## DIXIE LILY

Plain and Self-Ris'ng

A Flour Without Equal  
Anywhere

**BUHLER  
MILL & ELEVATOR CO.**

● Mill & Gen. Offices, Buhler, Kansas  
● Southern Regional Office, 934 Exchange Bldg., Memphis, Tenn.

The J. C. Lysle Milling Co.

MILLERS OF

## HARD AND SOFT WHEAT FLOUR

SINCE 1874

Leavenworth, Kansas

## Super Chief

High Protein Flour

**GREEN'S MILLING CO.**

Morris, Minn.

## ACME RYE

A HIGH QUALITY  
WISCONSIN RYE FLOUR  
All Grades

**FISHER-FALLGATTER MILLING CO.**  
WAUPACA, WISCONSIN

## "SLOGAN SPECIAL"

The Quality Baker's Flour

**Oklahoma Flour Mills Co.**

EL RENO, OKLAHOMA



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### CAROLINA BAKERS PLAN ANNUAL GOLF TOURNEY

PINEHURST, N.C.—The Bakers Association of the Carolinas has made plans for the annual stag golf tournament on Jan. 31 and Feb. 1 at Carolina Hotel, Pinehurst, N.C. Golfers and non-golfers are invited to attend.

A committee of nine men has been appointed by John H. Fox, president, to handle tournament details. Committee members are: R. W. Hubner, Pollock Paper Corp., Greensboro, N.C., chairman; Frank Dove, Rushin-Pearson, Charlotte, N.C., co-chairman; Pitts Hudson, Bamby Bakers, Salisbury, N.C.; J. C. Hightower, Durham Baking Co., Durham, N.C.; Paul Nobert, H. C. Brill Co.; Kermit Murphy, Southern Laboratories; Bill Wine, Transparent Packings; Clarence Funk, the Brolite Co.; and Charlie Blair, Standard Brands, Inc., all from Greensboro, N.C.

### BAKING DEMONSTRATION

MINNEAPOLIS—Paul Pfrommer, Durkee Famous Foods, Chicago, conducted a demonstration at Dunwoody Baking School here for 100 bakers of Minneapolis and baking students. Mr.

Pfrommer made up a large variety of coffee cakes, Danish rolls, fillings, and toppings. He also made up a large number of puff pastry products featuring the use of margarine. He explained the procedures in making up the various doughs and demonstrated the making up procedures.

### BOB JOHNSON NAMED SALES REPRESENTATIVE

OMAHA—Bob Johnson is a newly appointed national sales representative of the Paramount Paper Products Co. of Omaha, printed tape and label producers.

Mr. Johnson, a Creighton University graduate, was formerly a sales supervisor for Lever Brothers Co. from 1940 to 1946 except for a period during which he served as a captain in the army. Prior to joining Paramount, Mr. Johnson operated his own chain of theaters in Iowa.

### LARGER QUARTERS

LOS ANGELES—The Tip Top Donut Co. celebrated its ninth anniversary by moving into its own and larger building. The plant has a daily output of more than 2,500 doz. of 21 varieties. The Tip Top has opened a retail outlet that is open 24 hours a day. This store unit in the plant sells about 300 doz. daily, capitalizing on the demand for doughnuts from night workers. Owner is Lloyd Farrar.

## DIXIE LILY

Plain and Self-Rising

A Flour Without Equal  
Anywhere

**BUHLER  
MILL & ELEVATOR CO.**

• Mill & Gen. Offices, Buhler, Kansas  
• Southern Regional Office, 934 Exchange Bldg., Memphis, Tenn.

### The J. C. Lysle Milling Co.

MILLERS OF

HARD AND SOFT WHEAT  
FLOUR

SINCE 1874

Leavenworth, Kansas

## Super Chief

High Protein Flour

GREEN'S MILLING CO.

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## ACME RYE

A HIGH QUALITY  
WISCONSIN RYE FLOUR  
All Grades

FISHER-FALLGATTER MILLING CO.  
WAUPACA, WISCONSIN

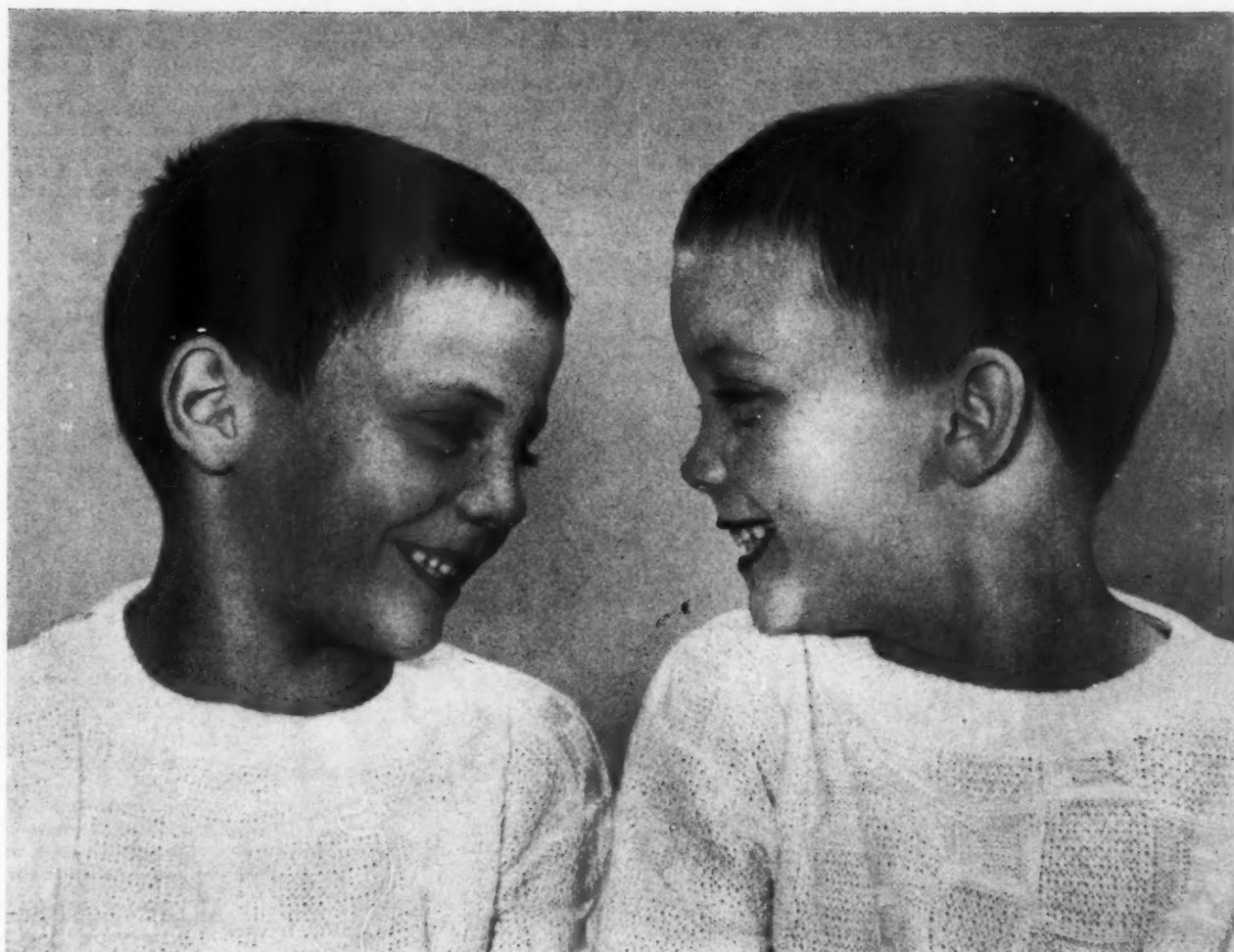
## "SLOGAN SPECIAL"

The Quality Baker's Flour

Oklahoma Flour Mills Co.

ELRING, OKLAHOMA





*We Are Happy*

*About the 1952 Wheat Crop.*

*Again Nebraska leads in milling  
and baking quality.*

*No lack of uniformity when you use*

**GOOCH'S BEST**  
*Identical  
Performance* **FLOURS**

**GOMEK—AKSARBEN**

**GOOCH MILLING & ELEVATOR CO.**  
**LINCOLN, NEBRASKA**

*Daily Capacity 5,000 Cwts.*

*Elevator Space 2,100,000 Bus.*

## Millers' Group Takes Position on Use of Chemicals in Foods

MINNEAPOLIS—Legislative proposals to regulate the addition of chemicals to foods were given lengthy consideration here recently by the executive committee of the Millers National Federation.

In regard to proposals to regulate the addition of chemicals to foods, representatives of the major food industries have been exploring this subject the past few months and a

declaration of principles on chemical additives has been adopted by the American Institute of Baking and other organizations, the MNF said. The Delaney congressional committee has recommended action to stop new chemical additives to foods unless they have been thoroughly tested, the chemical manufacturers have undertaken a lot of publicity, and the Food & Drug Administration is con-

sidering the entire subject seriously. The executive committee unanimously adopted the declaration of principles on this subject on behalf of the milling industry:

### CHEMICALS IN FOODS

#### STATEMENT OF PRINCIPLES

1. We believe it is the responsibility of the food industries to exert every effort toward the production and distribution of foods which are wholesome and nutritious and to assure adequate safeguard against contamination or adulteration which would render human food unwholesome.

2. We believe the food industries should continue to improve their food products from the standpoint of nutritive value, wholesomeness, palatability, and convenience, but in so doing public health and welfare should continue to be the first consideration.

3. We believe every substance not represented by long usage in human diet should be subject to question as an ingredient in food, and that this question should be resolved by adequate animal experimentation to prove that its use in food does not present a hazard to public health.

4. We believe every new substance proposed for use in human food should be subjected to adequate pre-testing by the manufacturer or user of the substance and that such pre-testing should be required by law.

5. We believe it to be a proper function of government to control those factors which may affect adversely public health. Therefore, we believe the results of animal experimentation in pretesting new substances proposed for use in foods should be reviewed and approved by the Food & Drug Administration before the substance is allowed to be used in food sold to the public.

6. We believe the Food, Drug and Cosmetic Act of 1938, as amended to date, does not provide adequate authority for the Food & Drug Administration to control the addition of unusual substances to those foods on which standards and definitions have not yet been promulgated, and that the law should be modified properly in this respect.

7. Court review and court decisions of facts in the event that Food & Drug should unreasonably disapprove or fail to approve a substance.

—BREAD IS THE STAFF OF LIFE—

### ARTHUR C. MOHR TAKES FROZEN EGG SALES POST

ST. LOUIS—Arthur C. Mohr, sales manager of the corn products department of Anheuser-Busch, Inc., St. Louis, is assuming the position of sales manager, specialty products division of the Seymour Packing Co., Topeka. The Seymour organization plans an extensive expansion in the sale of dried and frozen egg products to food manufacturers and the consumer trade. Mr. Mohr has had many years of marketing and merchandising experience with such houses as General Foods and Anheuser-Busch. The Seymour company has long been associated with Anheuser-Busch as a processor of "Bud" brand frozen eggs which the Anheuser-Busch organization merchandises to the baking trade.

The sales of the corn products department of Anheuser-Busch, Inc., will be under the direction of Arthur E. Weber, general sales manager of the yeast, malt and corn products division.

—BREAD IS THE STAFF OF LIFE—

### CARL R. FASSLER NAMED BAY STATE SALES CHIEF

WINONA, MINN.—George E. Kelley, general manager of the Bay State Milling Co., has announced the appointment of Carl R. Fassler as general sales manager for the company.

Mr. Fassler joined Bay State in 1933 as a territory salesman, transferred to the Boston office in 1942 as sales manager for New England, and for the past year has been eastern sales manager.

Mr. Fassler and family will move to Winona in the very near future.

## How to make your good food better



One word states the case—enrichment. With this simple process, which restores important vitamin and mineral values which are unavoidably lost in milling, you make your white bread and rolls better. — Qualified authorities—physicians, nutritionists, dietitians—support enrichment.

Your retail customers look for the word "enriched" on your wrappers. Those of you who pioneered the nutritional improvement of your products by enrichment, more than ten years ago, should be proud of your accomplishment. You know how to make your good food better.

keeping faith with nature

**ROCHE**  
VITAMINS FOR ENRICHMENT

VITAMIN DIVISION • HOFFMANN-LA ROCHE INC. • NUTLEY 10, N. J.  
In Canada: Hoffmann-La Roche, Ltd., Montreal, Que.



A Trustworthy Trio...

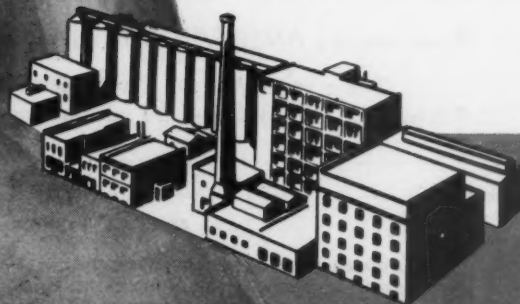
# KING HUBBARD, SUPERLATIVE and SONNY HUBBARD



These high-protein flours are tops in their field, headed by ... KING HUBBARD ... truly an outstanding pure-spring high-gluten flour. Hubbard Milling know-how assures constant uniformity.

Remember—there's a  
HUBBARD Flour to  
meet your every need.

**HUBBARD MILLING COMPANY**  
MANKATO, MINNESOTA



Be Proud of Your Job,  
as We Are of Ours, for

**"Bread is the  
Staff of Life"**



**GIBRALTAR**  
Flour

**KANSAS BEST**  
Flour

**The Consolidated Flour Mills Co.**  
"In the Heart of Kansas"  
Wichita, Kansas

Established in 1912

**BROKERS**  
**FLOUR AND FEED**  
Domestic and Export

**L. R. JEWELL & SON—"Flourists"**

626-629 20 West 9th St. Building—L. D. 74

**KANSAS CITY, MISSOURI**

**FLOUR DEPT.**  
Victor 0786

Cable Address: Jewellco

**FEED DEPT.**  
GRand 6952

References: Any flour mill in Missouri, Kansas, Nebraska, Oklahoma or Texas

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**DO YOU KNOW**



Here's your chance to test your knowledge on a variety of subjects concerned with the baking industry. There are no encyclopedias for the bright boys, nor dunce caps either. When you have ticked off your answers, marking each statement TRUE or FALSE, turn to page 84 for a check against the correct statements. Each correct answer counts five points. A score of 70 is passing, 80 good, 90 very good.

1. The use of egg whites in making hard rolls will improve them.

2. There is no difference in the use of cane or beet sugar for all around baking.

3. The average 1-lb. loaf of graham bread contains about 1,000 calories.

4. A newly milled flour requires more mixing time for bread than flour milled from the same wheat six or eight months after harvesting.

5. By using vinegar in the doughs, moldy bread can be eliminated.

6. There is no difference between a straight sponge cake and a short sponge cake.

7. A long patent flour cannot be bleached to the same whiteness as a short patent flour.

8. In an efficiently operated bread shop, the divider loss is usually held down to about 1/4% or less.

9. Oleo-stearin and vegetable stearin are both obtained from vegetable fats and oils.

10. Improper baking of custard pies will produce air holes and a thin watery filling.

11. When making lady fingers, the use of bread flour instead of cake flour will produce the best results.

12. If, after sandwich bread has been removed from the oven, the center of the top crust caves in somewhat, this difficulty may be overcome by placing the loaves upside

down on the racks during the cooling period.

13. Baking powder should be used instead of ammonia in making French doughnuts.

14. Devils food and molasses cakes should be somewhat on the alkaline side, as the crumb color is improved.

15. When making rye bread by machine, a straight dough will produce better results than a sponge dough.

16. Overheating fondant used for pouring over small cake squares causes it to lose its gloss.

17. The salt content of a pie dough should be based on the amount of shortening used.

18. Soda bicarbonate has a raising and spreading action in cookies.

19. Cracking of the crust on bread is usually due to cooling it too fast.

20. Salt rising bread should be proofed at about 92-94° F.

—BREAD IS THE STAFF OF LIFE—

**TRADE-MARK CHANGE**

MILWAUKEE—Selection of a new trade-mark, based on the "Promethean Flame" has been announced by the Cleaver-Brooks Co., Milwaukee, builders of equipment for the generation and utilization of heat. According to F. A. Hopp, advertising manager of the company, the trade-mark will shortly be used on all the company's literature.

**"CREMO"**

*Just the Cream of Hard Wheat*

ALSO SEMOLINAS

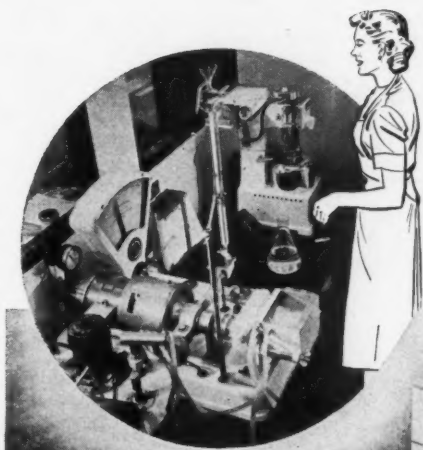
**CROOKSTON MILLING COMPANY**  
CROOKSTON, MINN.

Country-Milled from Country-Run Wheat located in the heart of America's foremost wheat producing section.

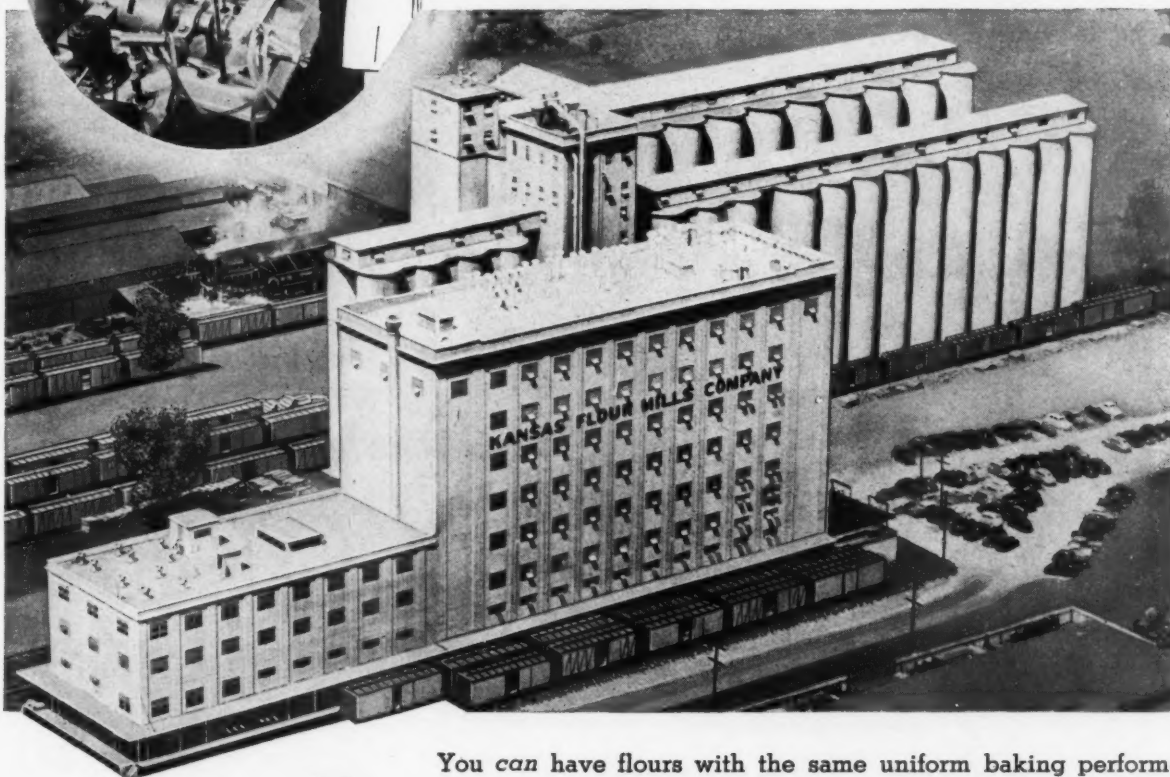
**INDEPENDENT OWNER MANAGED**

*The*  
**WALL-ROGALSKY MILLING CO.**  
MEPHERSON, KANSAS





**CONTROL MILLED**  
*for Uniform Baking Quality!*



**7**  
*Performance*  
FLOUR

*Made Right*

You can have flours with the same uniform baking performance that you get in other standard ingredients.

Kansas Flour Mills offer you a wide range of fine flours from which to select those that best meet your particular needs.

These fine flours, produced under exacting modern scientific controls from the selection of the wheat to the finished product, assure you the dependable uniformity required to maintain economical, trouble-free production schedules.

**KANSAS FLOUR MILLS COMPANY**

**KANSAS CITY, MISSOURI**

DIVISION OF FLOUR MILLS OF AMERICA, INC.

## Dorothy Glenn

(Continued from page 39)

holiday season makes huge demands on the pocketbook. Mr. and Mrs. Homemaker must check their budget carefully. You can do several things to check any trend to fewer purchases.

Maintain high quality in all baked goods to maintain the confidence of the shoppers. Men and women will shop where they know they can have faith in the baker and his goods.

Remind customers of the tradition of the holidays, and the big part that baked goods have always played. Regardless of the nationality or background, every home has special cookies, cakes and breads at Christmas and New Year's.

Attract the attention of the shoppers by using good display methods. Your products are "naturals" for eye-appealing displays. Add a touch of glamour to your baked goods. Decorate fruit cakes and steamed puddings, then wrap them in cellophane and tie with red or green ribbons.

A sprinkling of chopped candied cherries or citron adds the holiday

touch to the plainest of cookies. Mincemeat immediately brings to mind the holiday season. Use it as filling in coffee cakes and sweet rolls. A few sprays of green, or pine cones used as decoration around trays will persuade the hardest shopper to buy.

Rosy red apples, bright oranges or unshelled walnuts or pecans add a tempting and mouth-watering touch. Use them in the decoration of your window and your case displays.

### Something New

Add new items to your usual holiday goods. For example, one large

manufacturer of ingredients is promoting "Bon Bon Fruit Cakes" for homemakers to make. Don't give Mrs. Homemaker a chance to make them . . . have them in your case. It's simple. Use your regular fruit cake mix. Place fluted paper muffin liners in muffin tins (use colors, if you will). Fill them and bake. When baked, glaze and decorate and put them in a choice display spot. You'll sell them.

Mrs. Homemaker is, as usual, determined to give her family the very finest of holidays, ever. You know, as well as we, that her emotions are involved. She'll do most anything to make her family happy. Mr. Homemaker is doing more and more of the shopping these days. He's the fellow that likes to bring home a surprise. He's the fellow that buys by impulse. Mrs. Homemaker is not far behind in this business of impulse buying.

Tempt these shoppers with new ideas, attractive displays, appetite-tempting goods. But, be very sure that you give them good quality. Don't betray the trust they've placed in you. One betrayal can lose a mighty good customer.

We've watched the progress of a bakeshop in the neighborhood. There was a time when the quality of their goods was beyond reproach. Then, something happened. Quality went down. Customers deserted. It seemed to happen almost immediately. This switch to lesser quality didn't last long, but "customer desertion" did. It has taken them long weeks and months to rebuild volume.

Today's buyer is an independent creature. Yet, that buyer is looking for trustworthy merchants with which to deal . . . it makes the shopping job so much simpler. Mr. and Mrs. Average Homemaker will always be mighty faithful customers . . . if you don't betray that faith.

The holiday season is an ideal time to tempt new shoppers. Offer traditional holiday goods . . . new ideas . . . attractive displays . . . a festive spirit . . . quality goods. You'll see greater volume and greater profit.

—BREAD IS THE STAFF OF LIFE—

### WISCONSIN BAKERY ADDS \$100,000 PLANT ADDITION

WAUSAU, WIS.—The Bamby Bakers, operated by Edwin J. Petrowski at 535 Forest St., is building a new addition to its plant, which, with other improvements to facilities, will cost about \$100,000.

The new addition is 60 by 80 ft., located at the rear of the present building. More than 5,000 sq. ft. space will be added to the first floor working area and an additional 5,000 sq. ft. in the basement. Work is also in progress adding 10 ft. in width to the former Stieber Bakery Bldg. on Forest street which Mr. Petrowski recently acquired. Later a second story addition will be built at the front of this building, which is to be used for offices. The same space on the main floor will be new fermentation rooms.

The improvements program also calls for a new brick front on Forest street side of the building; an 85 h.p. boiler, an automatic tray oven with capacity being increased from the present 14 loaves per minute to 40 loaves. New mixers and other equipment are also to be installed, including a 4,000 gal. liquid sugar tank to hold temperature uniformly at 90 degrees.

According to Mr. Petrowski, who also owns the Land-O-Lakes Bakers in Wausau, his son, Edwin, Jr., now in Korea, will be discharged late in December and will enter business with his father.

triple  
threat  
to  
Weevils!



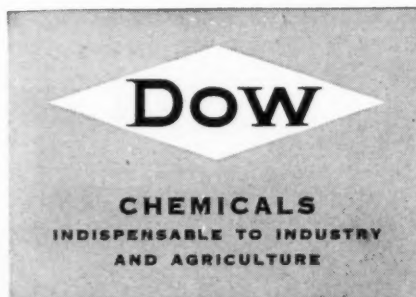
Weevils can't win when they're opposed by Dow's trio of proved pesticides—Dow Methyl Bromide, Dowfume EB-15 and Dow Mill and Bin Spray. For perfect teamwork, get ALL THREE into your battle for a clean mill. They work together to fight infestation THREE ways. Ask your fumigator about:

- 1. DOW METHYL BROMIDE**—the old standby for space fumigation in mill or warehouse . . . for fumigating incoming materials in the box car . . . for fumigating small lots of questionable materials in your vault or under a tarpaulin.
- 2. DOWFUME EB-15**—for mill machinery and spot fumigation to prevent insect build-up.
- 3. DOW MILL AND BIN SPRAY (containing Lindane)**—the residual spray that helps prolong the effectiveness of your fumigation.

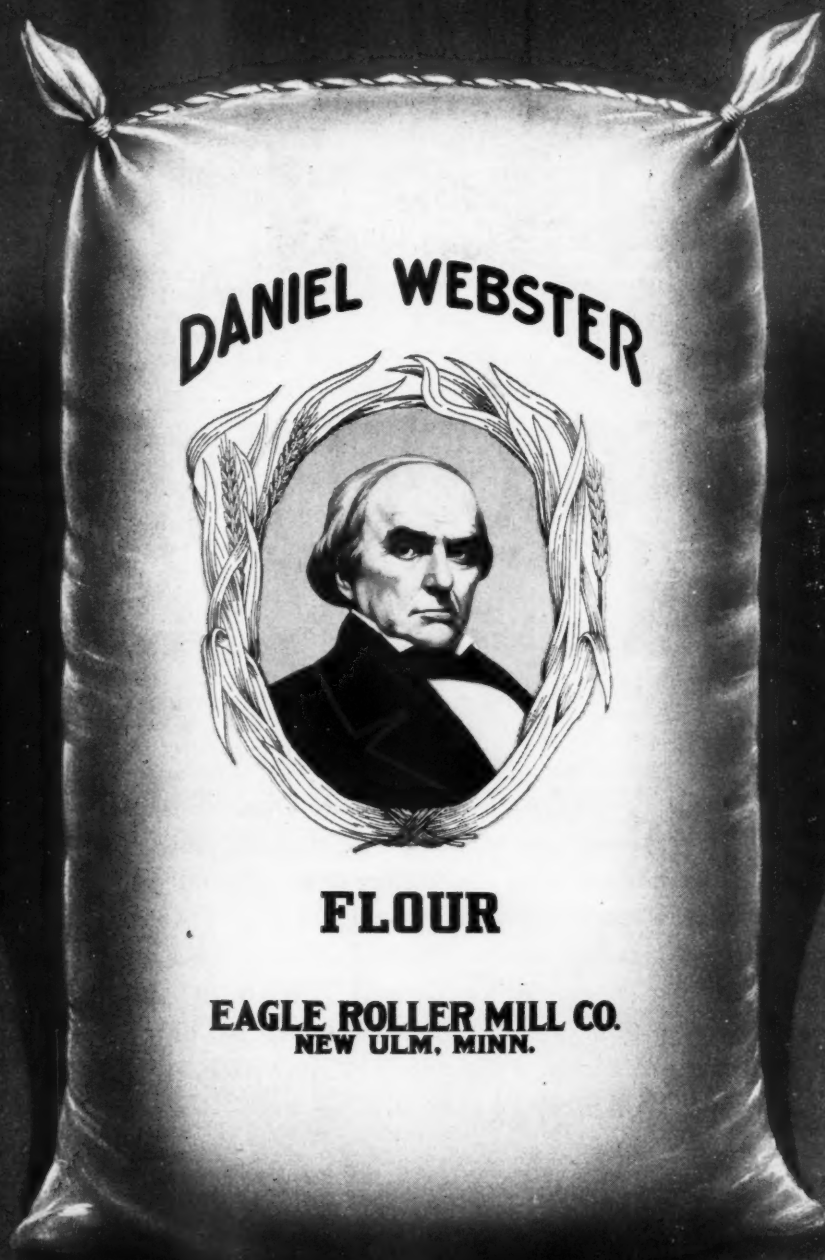
Ask us about the source of this all-round service in your locality.

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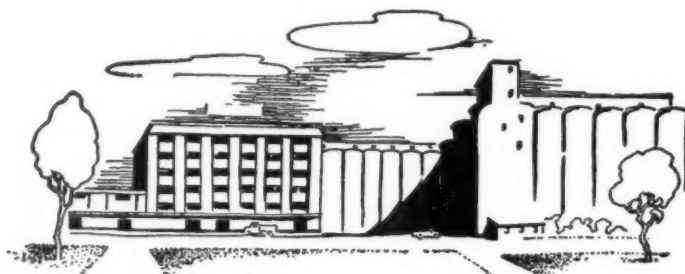


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Since 1856

NEW ULM, MINNESOTA

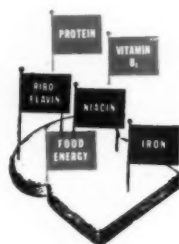
ARNOLD OF STERLING



# THORO-BREAD

*the perfect flour*

**W**E ARE not a big milling firm, so we do not number our customers in the thousands. Every customer we have is precious to us . . . and we strive to treat each one with gilt-edged care. That's one of the things that makes THORO-BREAD a good flour for the baker. When we sell THORO-BREAD we are not thinking of a sale made today, but of a permanent friendship built for THORO-BREAD among more of America's bakers.



## ARNOLD OF STERLING

THE ARNOLD MILLING COMPANY  
STERLING, KANSAS

Capacity 2,800 Cwts. Daily

Wheat Storage 1,000,000 Bus.

ARNOLD OF STERLING



## Young Executives

(Continued from page 22)

stability of the baking industry as incentives to employees, was emphasized by Richard O. Worland, Dietzen's Bakery, Kokomo, Ind., who said that the industry is one of the housewife's best friends in that it provides her with nutritious food, economical food, and readily available food that is simple to serve and delicious to eat.

"Certainly an industry which is so vital to the economy of our nation and with the history that ours has, is one whose future is assured," Mr. Worland said. "Provided, of course, we as individual bakers and as a united group take advantage of our heritage.



**The Choice of the  
Finest Hard Wheats**

The only mill in this great terminal market, Universal consistently offers:  
**BETTER SPRING WHEAT  
AND DURUM FLOURS**

**DULUTH UNIVERSAL  
MILLING CO.**  
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## Soft Winter Wheat Flours

**Family - Commercial  
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**J. Allen Smith & Co., Inc.**  
KNOXVILLE 6, TENNESSEE

## Moore - Lowry Flour Mills Co.

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**PRECISION-MILLED FLOURS**

## The Williams Bros. Co.

Merchant Millers KENT, OHIO, U.S.A.

Specialists Ohio Winter Wheat Flour  
All our wheat is grown on "Western Reserve" and bought from the growers at elevators we own and operate.

## "RUSSELL'S BEST" "AMERICAN SPECIAL"

Our mill is located in the high protein wheat district of central western Kansas, and secures most of its wheat directly from growers.

RUSSELL MILLING CO., Russell, Kansas

## Quality Millers Since 1879 BUFFALO FLOUR

THE WILLIS NORTON  
COMPANY  
WICHITA, KANSAS

"Ours is not a problem of mechanics alone but rather a problem that is facing total industry—that of manpower. Every person you can talk with who has a part in industry has the same obstacle to overcome—how to get good people—train and keep them. To me, it is vitally necessary that we first turn our efforts to our present personnel before we turn to outsiders. Our best advertisement for help is the attitude of persons already employed," he emphasized.

"Many research surveys show that people employed generally are looking for the very things our industry has to offer—security and stability," Mr. Worland concluded. "Do not overlook any opportunity you have to bring these advantages to your people. Use posters, letters to employees, and short talks to keep them informed. It will pay dividends."

Fred J. Stella, Danville, Ill., was next on the program with a short discussion on selling the system of free enterprise to employees. Mr. Stella opened his address by wondering why free enterprise must be sold, and answered his own query by saying it was probably because of insecurity engendered during the depression and war years. During his address Mr. Stella mentioned that paternalism is a step toward socialism and that it was necessary to make the workers realize that government paternalism is robbing them of liberty and work.

"Initiative is being washed down the drain," Mr. Stella said. "It is necessary to emphasize to one's employees that the baking industry's management force is on their side." He cited a survey in a recent management publication which indicates that management is at least a little further toward winning the fight for recognition than it was immediately following the war.

Eleven per cent more workers believe that management is interested in their problems than was the case five years ago, Mr. Stella said, and at the same time he pointed out that 10% fewer feel that union leaders are more interested in their welfare than management.

The final address on the morning's program was a plan of action for the 1953 program of the young bakery executives, detailed by Herbert Ungles, Ungles Baking Co., Des Moines, Iowa. In discussing what is next on the program for the group, it was shown that preventive maintenance on manpower is as important as on machines. Employee turnover and exit interviews are on the agenda, and it was suggested that individual bakers send copies of their job application forms to Joseph W. Biety, advertising director of the Bakers of America Program, and ex officio secretary of the young bakery executives group.

It was decided to expand the executive committee of the organization to include five men from the baking industry and the allied trades, one of whom is to be held over from year to year so the new group can get the benefit of his experience. Richard Worland was chosen as chairman for the coming year. Other members of the group are Julian Hexter, Columbia Baking Co., Atlanta, Ga.; John Lowenberg, Lowenberg Bakeries, Ottumwa, Iowa, and Gerard R. Williams, Jr., Williams Baking Co., Scranton, Pa. Allied trades member on the committee is Harold F. Kleindienst, Standard Brands, Inc., New York. The 1952 get-together of the young bakery executives ended with a luncheon following the meeting.

# WESTERN STAR KANSAS STAR GOLDEN CREST



These "Star" flours have the real economy that comes from making the bread baking operation more efficient.

**The WESTERN STAR MILL CO.**

SALINA, KANSAS

## QUALITY FROM EVERY ANGLE

PREMIUM  
WHEATS

LABORATORY  
CONTROLLED

**KANSAS  
DIAMOND  
BAKERY  
FLOUR**

EXPERT  
MILLING

BAKING  
TESTED

*Millers of Fine Bakery Flours*

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FLOUR MILLS  
HIGGINSVILLE, MO.

ARKANSAS CITY  
FLOUR MILLS  
ARKANSAS CITY, KANSAS

DIXIE-PORTLAND  
FLOUR MILLS  
CHATTANOOGA, TENN.

**DIXIE-PORTLAND FLOUR COMPANY**  
MEMPHIS, TENN. • CAPACITY 20,000 CWTs.

**J. F. IMBS MILLING CO.** ST. LOUIS, MO.

*Millers of Hard and Soft Wheat Flour*

**DAILY CAPACITY 4,200 CWTs. SACKS**

**"Diamond D"** A High Grade Baker's Spring Patent. Milled under Laboratory Control from Montana Spring Wheat.  
**Sheridan Flouring Mills, Incorporated**  
SHERIDAN, WYOMING

# Holidays Mean Good Eating

★ ★

**THANKSGIVING**

**CHRISTMAS**

**NEW YEAR'S DAY** ★ ★



## Demand Is High

Thanksgiving, Christmas and New Year's Day are holidays that are closely associated with good eating. Here is where the baker can step in by furnishing a variety of baked foods that will make a hit wherever served. The public is in a spending mood and is willing to pay the price for something that is good and different from the usual line of baked products.

## Add Some Color

Wrapping and packaging material that ties in excellently with these holidays is available. Their bright colors and holiday designs are bound to attract attention. A number of the following formulas will produce items that can very well be used by the public for gifts. These gifts will be enjoyed by both young and old. The sales force, through proper merchandising, can increase its sales by drawing attention to this important feature.

## Make Plans Now

These holiday specialties used with proper window display material are crowd stoppers. A number of these products may be made well in advance of the holidays as their keeping quality is excellent and their eating quality seems to be better than when strictly fresh. By using this procedure the baker can then schedule his production so that he will not be too rushed at the last minute. This will enable him to take the time necessary for him to produce the best results.

### RUM MINCE CAKE

#### Cream together:

- 2 lb. 8 oz. cake flour
- 2 lb. 8 oz. shortening (emulsifying type)

#### Sift together and add:

- 4 lb. granulated sugar
- 1 lb. brown sugar
- ½ oz. soda
- 2 lb. 8 oz. cake flour
- 2½ oz. salt
- 2½ oz. baking powder

#### Then add:

- 2 lb. 4 oz. milk
- Mix for about three minutes.

#### Then add and mix for about two minutes:

- 3 lb. 8 oz. whole eggs
- Then add and mix for about five minutes:

- 10 lb. ground mincemeat
  - 1 lb. molasses
  - Rum extract to suit
- Deposit into pans of desired size and then bake at about 350° F.

After baking and when cool, dip the cakes into the following rum syrup.

#### Bring to a boil:

- 3 lb. granulated sugar
- 1 lb. corn syrup
- 1 lb. 10 oz. water
- ¼ oz. cream of tartar

#### Then add:

- 2 lb. 4 oz. rum liquor
- Place the dipped cakes on screens and allow to drain.

### HOLIDAY KISSES

#### Beat together until light:

- 1 pt. egg whites
- 3 lb. powdered sugar
- ¼ oz. cream of tartar
- ¼ oz. salt

#### When beaten stiff, add:

- Vanilla to suit

Run out into various shapes on lightly greased and dusted pans. Then sprinkle red or green colored sugar or macaroon coconut on top immediately. Allow the kisses to dry in a warm, dry place. If desired, they may

be baked in a cool oven (about 225° F.).

**Note:** The kiss mixture may be colored red or green if desired.

### CRANBERRY CHIFFON PIE

#### Bring to a boil:

- 6 lb. cranberries
- 5 lb. granulated sugar
- 1¼ oz. salt
- 2 lb. 8 oz. water
- ½ oz. cinnamon

Cook until the cranberries are soft.

#### Then stir in the following mixture:

- 8 oz. cornstarch
- 1 lb. water

Cook until clear and thickened. Pour this into the following meringue.

#### Beat light:

- 1 lb. 4 oz. egg whites
- 1 lb. 12 oz. granulated sugar
- A pinch of salt
- A pinch of cream of tartar

Add the cooked cranberries gradually, stirring constantly with a wire whip. Then fill into prebaked pie shells. When cool, cover with whipped cream or meringue as desired.

### ST. NICHOLAS COOKIES

#### Cream together:

- 1 lb. 8 oz. granulated sugar
- 1 lb. 8 oz. brown sugar
- ½ oz. nutmeg
- ¾ oz. cinnamon
- ½ oz. cloves
- ½ oz. cardamon
- ½ oz. allspice
- ½ oz. salt
- 1 lb. 8 oz. butter
- ¼ oz. soda

#### Add:

- 8 oz. yolks

#### Stir in:

- 8 oz. milk

#### Sift, add and mix in until smooth:

- 5 lb. pastry flour

#### Then add and mix in:

- 2 lb. 8 oz. chopped blanched almonds

Allow the dough to rest overnight. Then take pieces of this dough and press them into boards having a Santa Claus figure carved in them. Trim the dough and then place the pieces on lightly greased pans. Bake at about 360° F. When baked, glaze with either a glucose or gum arabic wash.

**Note:** The boards can be purchased

from your bakery supply house. The carved figures can be obtained in various sizes from 4 in. up to 18 in. or more in length.

### CRANBERRY CAKE

#### Cream together:

- 4 lb. 2 oz. sugar
- 2 lb. 2 oz. shortening
- 1¼ oz. salt
- ¾ oz. soda
- ½ oz. cinnamon

#### Add gradually:

- 2 lb. 4 oz. whole eggs

#### Then add:

- 2 lb. 8 oz. buttermilk alternately with
- 4 lb. 8 oz. good cake flour

#### Mix until smooth and add:

- 2 lb. 8 oz. cranberry jam

#### Then mix in:

- 1 lb. chopped pecans or walnuts

Bake at about 350-360° F.

### CRANBERRY JAM

#### Bring to a boil:

- 1 lb. water

#### Add:

- 2 qt. cranberries
- Cook until the berries have burst outer skin.

#### Then add:

- 1 lb. 4 oz. granulated sugar
- Boil a little longer. Cool before using.

For icing the cakes, use cranberry icing.

### PUMPKIN PIES

Remove the content from a No. 10 can of pumpkin and place it in a bowl.

#### Mix together and stir in:

- 2 lb. granulated sugar
- 4 oz. flour
- ½ oz. cinnamon
- ½ oz. nutmeg
- ¾ oz. salt

#### Stir in:

- ½ pt. molasses

#### Then stir in:

- 1 lb. 4 oz. whole eggs
- Vanilla to suit

#### Then add and stir in thoroughly:

- 1 gal. milk
- Allow the filling to stand for about half an hour before using. Stir it now and then in order to thoroughly dissolve the sugar.

**Note:** Some slight variation may have to be made in the amount of



milk to use due to the consistency of the various brands of pumpkin not being uniform.

#### HOLIDAY HONEY COOKIES

##### Cream together:

10 oz. sugar  
 $\frac{3}{4}$  qt. honey  
 $\frac{3}{4}$  oz. salt  
 $1\frac{1}{4}$  oz. soda  
 $\frac{1}{8}$  oz. ground anise seed  
 $\frac{1}{8}$  oz. ground cardamon seed  
 $\frac{1}{4}$  oz. ammonia  
 $\frac{3}{4}$  oz. cinnamon  
 $\frac{1}{4}$  oz. allspice

##### Add gradually:

8 oz. whole eggs

##### Stir in:

4 oz. milk

##### Sieve and mix in:

3 lb. 12 oz. pastry flour

Then add and mix in until smooth:  
 4 oz. melted butter

Roll the dough out to about  $\frac{1}{4}$  inch thickness. Then cut out various shapes using holiday cutters (Santa Claus, turkey, Christmas tree, etc.). Place on lightly greased pans and bake at about 350° F. When baked and cool, decorate them with royal icing.

#### PEPPERNUTS

Bring to a boil and allow to cool:

3 lb. 8 oz. honey  
 8 oz. water

When cool, add:

$\frac{1}{2}$  oz. ground anise seed  
 $\frac{1}{4}$  oz. black pepper  
 $\frac{1}{8}$  oz. soda  
 $\frac{3}{4}$  oz. ammonia  
 $\frac{1}{8}$  oz. cloves  
 $\frac{1}{2}$  oz. salt

##### Stir in:

2 whole eggs

Sift and mix in until smooth:

5 lb. pastry flour

Roll the dough into small pieces about one half as large as a walnut. Place on lightly greased pans and bake in a cool oven at about 325° F. After baking, place the peppernuts in a hand mixing bowl.

Then boil to 240° F.:

3 lb. granulated sugar  
 12 oz. water

As soon as the desired temperature is reached, pour the syrup over the peppernuts and stir with a wooden paddle until the sugar grains. Then roll the peppernuts in powdered sugar.

#### PFEFFERNUESSE

Cream together:

3 lb. 8 oz. invert syrup or honey  
 3 lb. 8 oz. corn syrup  
 1 lb. shortening

Add:

8 oz. whole eggs  
 Anise oil to suit

Sift together, add and mix until smooth:

$\frac{1}{2}$  oz. cinnamon  
 $\frac{1}{4}$  oz. allspice  
 $\frac{1}{4}$  oz. cloves  
 $\frac{3}{4}$  oz. soda  
 $\frac{1}{2}$  oz. baking powder  
 $\frac{1}{8}$  oz. ammonia  
 4 lb. 8 oz. bread flour  
 3 lb. 4 oz. cake flour

Procedure: Divide the dough into pieces. Roll into bars and cut into small pieces about the size of a walnut. Round up and place on lightly greased pans. Bake in a cool oven about 325° F.

After baking, place the pfeffernuesse in a hand mixing bowl.

Then boil to 240° F.:

3 lb. granulated sugar  
 12 oz. water

As soon as the desired temperature is reached, pour the syrup over the pfeffernuesse and stir with a wooden paddle until the sugar grains. Then

roll the pfeffernuesse in powdered sugar.

#### CRANBERRY ICING

Beat together:

6 oz. powdered sugar  
 1 lb. 4 oz. shortening  
 12 oz. butter  
 $\frac{1}{4}$  oz. salt  
 10 oz. egg whites

Add gradually:

1 lb. 2 oz. water

Then add slowly:

10 lb. powdered sugar  
 12 oz. milk solids (non-fat)

Then add:

8 oz. water

Stir in:

4 lb. cranberry jam

Note: The amount of jam to use in the icing may be increased or decreased as desired.

#### ROYAL ICING

Beat together on medium speed until light:

5 lb. powdered sugar  
 1 lb. egg whites  
 $\frac{3}{4}$  oz. cream of tartar

Keep the icing covered with a damp cloth as it hardens readily.

#### GOLDEN HARVEST CAKE (PUMPKIN)

Cream together for 5 minutes:

4 lb. cake flour  
 2 lb. 12 oz. shortening (emulsifying type)

Mix together and add and mix for 5 minutes:

6 lb. 8 oz. granulated sugar  
 1 lb. 4 oz. cake flour  
 2 $\frac{1}{2}$  oz. salt  
 $1\frac{1}{2}$  oz. soda  
 3 $\frac{3}{4}$  oz. baking powder  
 $\frac{3}{4}$  oz. cinnamon  
 $\frac{1}{4}$  oz. nutmeg  
 $\frac{1}{8}$  oz. ginger  
 $\frac{1}{8}$  oz. allspice  
 2 lb. 8 oz. buttermilk

Mix together and add in two portions:

3 lb. 4 oz. whole eggs  
 5 lb. pumpkin (canned)

Mix for 5 minutes.

Note: Scrape the bowl and creaming arm down several times during the mixing process.

Deposit into layer or sheet cake pans and bake at about 370° F. After baking and when cool, ice the cake with Golden Harvest icing.

#### GOLDEN HARVEST ICING

Whip until light the following ingredients:

10 lb. powdered sugar  
 2 lb. 12 oz. shortening (emulsifying type)  
 $\frac{1}{4}$  oz. cinnamon  
 $\frac{1}{8}$  oz. ginger  
 $\frac{1}{8}$  oz. allspice  
 $\frac{1}{4}$  oz. nutmeg  
 10 oz. molasses  
 $1\frac{1}{2}$  oz. salt  
 3 lb. 8 oz. canned pumpkin

#### ANISE DROPS

Beat until light:

3 lb. granulated sugar  
 2 lb. 8 oz. whole eggs  
 $\frac{1}{2}$  oz. salt

Then mix in:

Anise flavor to suit

Sift and fold in carefully:

3 lb. cake flour

Then drop out on greased and dusted pans, using No. 8 plain round tube, about the size of a half dollar. Allow the pans to stand in a dry, warm place overnight. Then bake at about 325° F.

Note: If desired,  $1\frac{1}{2}$  oz. fine ground anise seed may be used to replace the anise flavor. However, the appearance of the anise drops will not be as appetizing.

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# In the . . . Industry Spotlight

. . . by Bill Lingren

## Young Executives Speak Up

The "young executives" group of the American Bakers Assn., which held its first meeting two years ago during the ABA convention, has grown into an outstanding successful organization. The sessions which were sponsored by this group during last month's ABA convention at the Hotel Sherman in Chicago were very well organized, the program participants did an excellent, coordinated job and the result was a valuable interchange of good management ideas among the group. This is a significant contribution in the building of a bright future of the baking industry.



Bill Lingren

This year's program of the young executives' session was built around discussions on various phases of labor relations. Serving as chairman of the program was Lucius O. Hamilton, White Baking Co., Indianapolis.

The thoughts expressed by the young bakery executives were refreshing in their approach to the employee relations problem. The discussions indicated that there is a growing awareness that the worker is going to get security either from management under the free enterprise capitalistic system, or from the government under a system of "creeping Socialism." The young bakery executives recognized this fact and emphasized that it was the duty of management to give workers the security they are striving for.

Thomas B. Schmidt, Capitol Bakers, Inc., Harrisburg, Pa., warned the bakers not to make the "mistake of offering security in lieu of higher pay."

"Some bakery owners have been doing that for 10 years or more," he said. "The man will have his kids grown up and married waiting for a recession before this so-called security would pay off. In the meantime, promises won't buy groceries."

The old idea of "yours is not the reason why, yours is but to do or die," went out long ago, Mr. Schmidt pointed out. The only way to have cooperation and teamwork is through intelligent leadership, he said.

Richard O. Worland, Dietzen's Bakery, Kokomo, Ind., who was elected chairman of the young executives' group for the coming year, emphasized the importance of keeping employees informed of company policies. He stressed that if the present employees in the baking industry were educated in the advantages and benefits of baked foods, the net result

would be a huge public relations gain for the industry as a whole.

"To me," he said, "it is vitally necessary that we first turn our efforts to our present personnel before we turn to outsiders. Our best advertisement for help is the attitude of persons already employed."

These are but a few of the examples of forward-looking comments which were voiced during the young executives' session. It was a refreshing thing to hear the interest that the leaders of this group have in the industry's problems. It points to a bright future for the companies represented by these young men, and for the industry as a whole.

## Bromfield's "Bread Is Life"

A new and stirring piece of literature has been added to the library of bread. Louis Bromfield's essay, "Bread Is Life," which was first presented at the American Bakers Assn. convention in Chicago last month, is a tribute to bread of which all persons connected with the baking industry in any way can well be proud.

Mr. Bromfield's theme is that "bread is the staff of Man's existence. Bread

is still King and will always be. Bread Is Life." The piece was dramatically delivered to the convention by Edward Arnold of Hollywood, and the grand ballroom of the Hotel Sherman was packed with persons who hung on every word of the powerful story.

The text of the Bromfield manuscript is printed in full in this issue of The American Baker, in connection with the report of the ABA convention. But we feel its use should not end there. Read it carefully, and we're sure you'll agree.

We feel that it could be used in many ways of value to the baking industry. Wholesale bakers, for example, could supply reprints of the essay to women's clubs, homemaker organizations and similar groups for use as program material and for distribution. As an effort to help keep the story alive and at work for the bread industry, The American Baker is pleased to offer reprints of the Bromfield essay on request, free of charge in quantities up to 100. Larger quantities are available at cost.

The story of bread is a powerful one, and in the Bromfield essay it is told as a new and refreshing drama.

## ABA Cake Branch

(Continued from page 20)

other important factor in influencing people to make a purchase. Good advertising, he said, does more than pre-sell a customer, it indoctrinates him. It establishes a pattern of product identity and emotional associations in the sub-conscious, all of which may be aroused by the stimulus of seeing a product when shopping.

The third factor Mr. Hill called proper packaging. As with advertising, he said, the package should reflect the quality of the product. The package should express the personal pride the manufacturer has in his product and his very special consideration for the consumer. Well advertised products, especially should be packaged so as not to involve reasoning centers—the package should be stimulative in order to prompt the buyer to act in a reflex-like manner when he is at the point of sale.

Mr. Probandt, in his discussion of "Where Do People Buy," said that the American public consumed almost a billion pounds of packaged cake from wholesale bakers in the U.S. annually. He listed numerous outlets for this volume, several of which are not thought of as conventional markets for bakery goods. He urged that bakers keep their eyes open for new outlets continually.

"The surest way to insure our economic future is to keep the distribution streams flowing into markets where the consumers buy packaged cake and to by-pass those stagnant pools of distribution that create our

ace profit killer, stale returns," he said.

### Future Is Bright

In prefacing his remarks on "When Do People Buy," Mr. Nieman maintained that the future of the cake baker never looked brighter. However, he said that the industry cannot stand still and make a profit. If markets change, he said, the baker must change with them. If buying habits change, the baker also must change.

Mr. Nieman discussed consumer buying habits from the standpoint of the hours of the day and the days of the week, and emphasized that "We must get knowledge to research and surveys as to what goes on in our market." He introduced charts to show that figures on the volume of cake sales creep up during April and May each year, then sink again for the summer months, climb in the fall and reach a peak during November and December. The depths are reached during July and August. Other charts showed that 60-65% of all grocery purchases are made from noon Thursday through Saturday night. The big days are Friday and Saturday. Of the total shopping purchases on other days of the week, Monday will run 10%, Tuesday 10%, Wednesday 10% and Thursday 15-20%.

A typical market survey made in Kansas City showed the biggest purchases are made on different days. Between 10 and 12 a.m. through

Thursday, 27% of the day's purchases are made; Friday 25%; Saturday 37%. Between 12 and 4 p.m. Thursday the percentage figure is 23; Friday 18; Saturday 27. Between 4 and 6 p.m. through Thursday the figure is 23; Friday 22; Saturday 20. After 6 p.m. through Thursday the percentage is 20; Friday 30, and Saturday 10.

In closing, Mr. Nieman urged that bakers intelligently apply the information obtained through market surveys and research to the buying habits of people to insure a continuance and steady expansion of the baking industry.

Mr. Clarke listed several requirements a bakery product must have in his discussion of "Why Do People Buy." Some of these factors were: (1) It has appetite appeal—it looks good enough to eat. (2) It will fill a need—it will fill an empty spot on the menu. (3) It is fresh and tasty and will please the family. (4) It will provide a tasty change—something new, something different for a change. (5) It is a bargain—a bargain worth buying.

An open forum discussion preceded a talk on "Display and Sell" by Harold K. Wilder, executive secretary, Virginia Bakers Council, Richmond. Cake is a highly advertised food, he observed, and bakers should try to fulfill the promises held out by advertisements. Cakes should be displayed well and in a good location. Mr. Wilder deplored the wide assortment of package sizes used by cake bakers. A display of cakes totaling around 700 from all sections of the country illustrated his point.

In a short business session preceding adjournment, Mr. Denton was re-elected chairman of the wholesale cake branch. Mr. Nieman was elected vice chairman.

—BREAD IS THE STAFF OF LIFE—

### IN NEW NBC POST

NEW YORK—R. F. Stalick, district sales manager for the National Biscuit Co. in the Rocky Mountain area for the last 4½ years, has been named account executive for the firm and will have headquarters in New York. He has been with the company 25 years.

—BREAD IS THE STAFF OF LIFE—

### RICHARD METHVEN HEADS NEW JERSEY BAKERS UNIT

ROCHELLE PARK, N.J.—The annual convention of the New Jersey Bakers Board of Trade, held here Sept. 24, brought together about 300 bakers, their wives and friends. The general business session that started in the afternoon emphasized frozen bakery products with Otto Berchtold, past president of the board, serving as moderator.

The speakers included George K. Blatt, vice president of Dugan Bros., Ray Frink, National Yeast Corp., Carl Seagren, Seagren Products, Inc., Percy A. Miller of the Department of Labor, who talked on labor problems, and Dr. Phil Haney, director of vocational training, Essex County Vocational School System.

Many allied tradesmen exhibited equipment, ingredients and supplies for the retail bakers and there were also displays of baked goods. Dinner and entertainment closed the day.

The new officers for the board are, president, Richard Methven, Closter; first vice president, Hubert Burcham, Westfield; second vice president, Max Romoser; recording secretary, Paul Boruta, Wallington, and treasurer, Cornelius Kooiman, Hawthorne.





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# Crusts & Crumbs

FROM THE EDITORIAL SLICER

By Carroll K. Michener

## The Ancients Were Vegetarians

THERE hardly is any doubt that (except for areas unadapted to crop production, such as mountains usable only as sheep and goat pastures, or oak forests used as hog pastures) the diet of the broad masses of the population in antiquity was almost exclusively vegetarian. The farms of the Spartans produced only grain, wine, and oil. Cheese was the only animal product among those contributed by the Spartans to their mess. The Spartans themselves had meat for dinner at the mess, although sometimes there was only 3 oz. of it for each of them. But their families, not to speak of the mass of the underprivileged, had meat only on rare occasions. Sheep-milk cheese in small quantities was probably partaken of more frequently. Among vegetable foods, that from grain dominated and was indeed largely the only one consumed.

For these historical observations we are indebted to Naum Jassy, a writer of international renown, author of "The Daily Bread of the Ancient Greeks and Romans." He says that, in addition to a grain allowance and salt, Cato's slaves received windfall olives containing little oil or, when the supply of these was exhausted, a little pickle and oil, but never meat or cheese. Their diet did not even include beans, the standard source of protein in the poorest countries of the world at the present time. A mixture of wine-must and vinegar highly diluted with sweet and salt water had to serve as wine. According to Seneca, the allowance of the city slaves consisted, obviously per month, of 5 modii of grain with a value of perhaps 25 to 30 denarii, plus 5 denarii in cash. Little variety could have been attained on the 5 denarii, even if spent entirely on food other than grain.

The small farmer in Virgil's "Moretum," preparing for going into the field, baked a barley cake and made a paste of cheese flavored with garlic and other spices from his garden. Virgil goes out of his way to state that there was no meat in the house. The farmer's garden contained a great variety of vegetables but, except for the spices, it was all (even such cheap vegetables as cabbage and beets) for sale on the market. But the long list of edibles in the Edict of Diocletian, intended for the benefit of lesser officials and soldiers, may indicate that variety of food in the 4th century A.D. was not entirely restricted to the rich.

WELL, YUM YUM!—On display in the Payson (Utah) Hospital this week was an unusual cake. It is a 20-layer cake decorated with an operating room scene. It depicts a Caesarian section with a doctor, nurse, patient on an operating table with a baby in the arms of the nurse. The oxygen tank and necessary in-

struments for the operation are shown. Miniature operating room lights are above the table. They are wired with a battery and the light can be turned on. The cake was presented to Dr. M. L. Oldroyd and is the work of Mr. and Mrs. Woody Wilson of Payson.—*Salt Lake City Deseret News.*

There is evidence that the Egyptians, upon learning the use of leaven in bread, taught it to the Hebrews. Leaven, consisting of a piece of fermented dough left over from a former baking, was dissolved in water in the kneading trough or was hid in the flour like the leaven " . . . which a woman took, and hid in three measures of meal, till the whole was leavened." (Matt. 13:33.) Since fer-

mentation implied a form of corruption, we find leaven prohibited during the feast of unleavened bread, including the Passover.

### TRADITION MAKERS

A "baker's dozen" has long been known

For its boon of extra measure, And smiling bakers have often been blessed

By recipients of that treasure.

But I've been wondering about those men

With generous traditions:

Were they all big-hearted to a fault? Weren't some, poor statisticians?

Eloise Wade Hackett

## ABA Pie Branch

(Continued from page 21)

Products, New York, also appeared on the morning session to distribute two publications about corn.

J. B. Woerfel, Armour & Co., Chicago, opened the afternoon session of the wholesale pie branch with a discussion of shortenings and their uses in pies and related products. He discussed the makeup and function of shortening, and went into some detail on fats available to the pie manufacturer.

The most widely used shortening for pies, he said, is lard. The usual refined lard of commerce is produced by rendering the fat of hogs in pressure rendering tanks by application of steam. After rendering, the lard is settled and further clarified by filtration. This lard then is usually blended with a hardening agent and passed through a votator, a device which chills and incorporates small quantities of inert gas or air to produce a smooth creamy plastic shortening.

Mr. Woerfel said that lard once suffered from the handicap of low resistance to rancidity and that many pie bakers were deterred from using it because of its relatively poor keeping qualities. However, recent advances in the field of antioxidants have overcome this shortcoming, he said.

### Qualities Vary

Lard can be made to vary widely in texture, melting point and flavor, the speaker noted. To produce a higher melting point firmer lard, the common practice is to add a stiffening agent. Another type of higher melting point lard is hydrogenated lard, and still another is open kettle rendered lard.

The open kettle type is generally made from leaf fats or a combination of back fats and leaf fats, and this results in a somewhat higher and more uniform melting point, Mr. Woerfel reported. The open kettle rendering gives a distinctive flavor, sometimes described as "slightly smoky."

An alternate form of lard, pre-

ferred by some pie bakers, is grainy lard, which is basically similar to other lards, but differs in method of chilling.

The principal vegetable oils used in the U.S. are cottonseed and soybean oils, Mr. Woerfel said. Both contain large percentages of unsaturated fatty acids and have low melting points, being liquid at ordinary temperatures. Thus, to produce a plastic shortening, it is necessary to process in such a way as to raise the melting point. This may be accomplished by hydrogenation.

Mr. Woerfel said that the best guide for use of shortening was trial under shop conditions, but he listed several "broad generalities":

Bottom crusts may contain from 50-55% shortening based on weight of the flour. The juicier the pie, the tougher the crust must be to resist soakage. Generally, a high melting (115°-125°) firm textured lard is preferred for this use.

For the upper crust a richer mix is preferred, usually 60-65% based on the weight of the flour. This richness enhances eating properties and since soakage is not quite as great a problem in the upper crust, the richer crust becomes practicable. The shortening used may be a trifle softer than that required for the bottom crust, although many bakers use the same for both top and bottom.

Mr. Woerfel noted that shortenings for large scale pie operations most commonly have been shipped in open head lever lock drums. In the last few years 50-lb. fiber containers have come into use.

### Sanitation

In a discussion of sanitation for pie bakers, Louis A. King, Jr., director of bakery sanitation, American Institute of Baking, stated that sanitation cannot be separated from quality control, production or engineering maintenance.

The AIB has found out in the almost five years that the inspection program has been carried out that complete control of rodents can be achieved only through use of traps, Mr. King said. Rodenticides can aid in the complete control, particularly

if used in perimeter control on the outside of the building.

The speaker pointed out the peculiar sanitation problems of the pie bakers, who handle a wide variety of ingredients. He mentioned the problems connected with the handling of apples, bananas, blueberries, nutmeats, frozen fruits, pumpkins and frozen eggs.

"The pie industry is to be complimented upon the interest it has taken in the possibility of food poisoning, and the work that has been done by Dr. Dack and subsidized in part by the pie bakers," he said. He suggested other areas of study, including the effects of pH, sugar content, use of chemical additives, effect of the sanitation of the plant and cooling of pie fillings.

Mr. King called sanitation "one of the necessities of the day's operations," and he outlined a program for pie bakers to follow.

One of the first essentials is inspection of incoming ingredients. All materials should be examined, along with freight cars or trucks in which they are received.

Mr. Birkenhauer, representative on the ABA board of governors for the wholesale pie branch, reviewed ABA activities during the past year.

"How Can We Improve the Pie Business?" was the title of a panel discussion. Members of the panel were Mr. Birkenhauer; Mr. Webster, Mr. Henderson and Mr. Straus, with Mr. Rogers acting as moderator. Frank Rushton, Geo. Rushton Baking Co., Wichita, Kansas, who was scheduled to be a panel member, was not present.

### The 5-Day Week

Most of the discussion centered around the 5-day week and the comparative advantages of 5-day operation with a day shut-down and the 6-day operation with swing shift.

Mr. Birkenhauer declared that "you are going to have a 5-day week and like it," and predicted that the pattern will become five days of operation with two consecutive days off.

It was reported that swing men in present 6-day operations are asking for wage increases, so that they will receive the average wage of the men whose routes they swing. If this comes about, the operators present expressed doubts about doing the increased business to cover the wage boosts.

"The 6-day swing shift in the metropolitan area is economic suicide," Mr. Birkenhauer declared.

Carl Haubrock, Best Pie Co., Inc., Seattle, said that he was not an ABA member, but was seeking ideas helpful in solving the problems associated with the 5-day week in his area.

He said that drivers of his firm were off Wednesdays and Sundays and that stale pies resulting from the mid-week day off posed a serious problem.

### Public Reaction Not Good

This same situation existed in San Francisco, Mr. Straus said. Sales never pick up for the day that is lost, and the public reaction to the stale pie is not good.

It was suggested that the baker beat the stale pie problem by selling frozen pies for the day off. The restaurant operator then could pop the pies in the oven as he needed them. Mr. Haubrock said that this was not practicable in his area, because the restaurant man handling the pies would have to be a member of the union.

Mr. Webster advised the pie bakers to merchandise pie as an everyday article of diet, not as a luxury.



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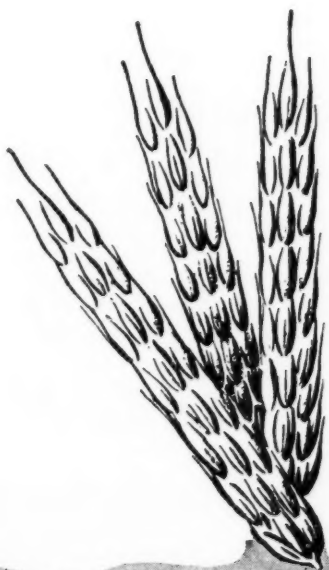
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Sales representation in: BOSTON, NEW YORK, PHILADELPHIA, BALTIMORE, STAUNTON—VIRGINIA, ATLANTA—GA. AUGUSTA, GA., JACKSONVILLE—FLORIDA, GENEVA—NEW YORK, HARRISBURG—PA. PITTSBURGH, PA., DETROIT, CLEVELAND, COLUMBUS, FORT WAYNE—INDIANA, MILWAUKEE, CHICAGO, ST. LOUIS—MISSOURI, NASHVILLE, MOBILE—ALABAMA, NEW ORLEANS



*high altitude spring wheat—plus four generations of milling experience—plus a modern mill—result in TRISCO flour—for bakers who want a mellow-type flour of superior quality.*

**TRI-STATE MILLING CO.** Rapid City, S. Dak.

## Questions and Answers

### A SERVICE FOR BAKERS

Conducted by  
**Adrian J. Vander Voort**  
Technical Editor of The American Baker

The American Baker, without cost to its subscribers, offers through Mr. Vander Voort, technical editor of The American Baker and head of the School of Baking, Dunwoody Industrial Institute, to answer and analyze production problems. Samples of baked goods should be sent to Mr. Vander Voort, Dunwoody Industrial Institute, Minneapolis, where the laboratories and facilities of the school are at the disposal of the readers of The American Baker; communications should be addressed to The American Baker, 118 South Sixth Street, Minneapolis, Minnesota.

#### Soybean Bread

I would like a formula for soybean bread for persons with diabetes. I also am interested in a good commercial angel food cake formula.—J.E.W., N.D.

Here is a formula containing 20% soy flour. A formula with 100% soy flour would be very heavy. Quite often bakers make gluten bread, for which I am enclosing two formulas. You will find that the price of gluten is high; therefore you should get a good price for this special loaf. Also enclosed is a formula for angel food cake.

#### SOY BREAD (20% Soy Flour)

24 lb. clear flour  
6 lb. soy flour  
8½ oz. salt  
1 lb. sugar (sucrose or dextrose)  
10 oz. shortening  
1 lb. yeast  
1¼ oz. yeast food  
4 oz. malt  
1 lb. 4 oz. milk solids (nonfat)  
21 lb. water (variable)

Dough temperature 80° F. First punch about 30 minutes. To the bench 30 minutes later. Scale and round up. Allow to rest for about 15 minutes and then make up. Allow to proof and bake at about 425-435° F.

#### GLUTEN BREAD NO. 1

30 lb. gluten flour  
24 lb. water  
1 lb. salt  
1 lb. yeast  
5 lb. whole eggs

Mix 8-10 min. on high speed. Temperature 80° F. Give 45 min. fermentation. Run through dough brake 30-35 times. Rest 10 min. and then make up. Bake at about 410° F.

#### GLUTEN BREAD NO. 2

30 lb. gluten flour  
24 lb. water  
1 lb. salt  
1 lb. 12 oz. yeast  
5 lb. whole eggs

Mix 10-12 min. on high speed. Dough temperature 82° F. Make up at once. Bake at about 410° F.

#### ANGEL FOOD

Place in a machine kettle and beat on medium speed:

1 qt. egg whites  
½ oz. salt  
½ oz. cream of tartar

Add gradually:

1 lb. granulated sugar

When the mix holds a crease add:  
Vanilla flavor to suit  
Sieve together three times and fold in carefully:

1 lb. granulated sugar  
11 oz. flour

Deposit into pans of desired size. Bake at about 350° F.

—BREAD IS THE STAFF OF LIFE—

#### COLONIAL MANAGER

ALTOONA, PA.—Carl J. Bruckner, Altoona, has been named general sales manager of Colonial Biscuit Co., Pittsburgh. The company is a division of the United Biscuit Company of America. Territory over which Mr. Bruckner will have charge includes Pittsburgh, Altoona, Punxsutawney, Hagerstown, Md.; Clarksburg, W. Va., and Youngstown and Cleveland. He will assume his new duties Jan. 1, when the present sales manager, G. M. Persons, retires. He will have headquarters at the plant in Pittsburgh.

You can make better bread with  
**SUNNY KANSAS Flour**  
**The WICHITA**  
**Flour Mills Co.**  
WICHITA KANSAS

David Harum  
says:

*"Nebraska wheat  
produces flour  
of excellent  
baking quality"*

Call for

**DAVID  
HARUM**

**Bakery Flours**

68th Year

**LEXINGTON  
Mill & Elevator Co.**  
LEXINGTON, NEBRASKA

MASTERPIECE - SWEET CREAM - VERY BEST



*There's a WORLD of  
QUALITY in ...  
JENNISON Flours*

**W. J. JENNISON Co.**

Office: 576 GRAIN EXCHANGE, MINNEAPOLIS 15, MINN.

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MILLS AT APPLETON, MINNESOTA

CHOICE OF MINNESOTA - BELMONT - STAMINA

*May We Serve You?*

**E. P. MITCHELL COMPANY**



DWIGHT BUILDING, KANSAS CITY, MO.

**STAR OF THE WEST**  
: : : One of the Best : : :  
**MILLING COMPANY**  
NIGHTINGALE and STAR Patent Flour  
Phone 2131 Frankenmuth, Mich.

**WHITE WHEAT**  
Low Protein Cake  
and Cookie Flours  
**AMENDT MILLING CO.**  
Monroe, Mich.



## General Sessions

(Continued from page 16)

"If we look backward to all the economic depressions of the past 75 to 100 years, we find that every one of them began on the day the farmer hadn't the money to go to town and buy a lantern or the coal oil to fill it, or a set of harness or a radio or a rubber tire," the speaker explained. "When this happens, great mills and factories shut down everywhere and thousands and then millions of industrial workmen find themselves unemployed and after a few weeks dependent on relief to be paid from taxes levied upon an already depressed national income.

"This is a vicious spiral which it is vital to avoid, and the best way to avoid it is the maintenance of prosperity and purchasing power on the side of the farmer. That is one of the many reasons why the farmer will always be taken care of, either by his own efforts and efficiency, which is preferable, or by government programs."

The speaker warned of the increasing need for efficiency in agriculture as in industry, occasioned by the exhaustion of virgin land and the "prodigious" increase in the nation's population—250,000 a month.

"We must raise more food on the land we have because there isn't any more."

### Greater Dependence on Bread

There are signs, he said, still small but significant, that the economy is in the first stages of being forced back upon a greater dependence on bread and cereal grains in place of the high protein foods such as eggs, dairy products and milk which have always been abundant. The gradual movement away from these high protein foods toward bread as a basis of diet is a process which takes place in all countries where population manifests a constant increase and the agricultural potential begins to show definite limits, it was explained.

"So, on the whole, the market for wheat and for bread should become an increasingly good one as time goes on," Mr. Bromfield predicted.

Following the calling of the open meeting of the board of governors of the ABA and of the ABA members to order for the final session of the convention Oct. 22 by Mr. Scott, Dr. L. A. Rumsey of the department of baking science and management for Florida State University, Tallahassee, commanded considerable interest with his discussion of training men for the baking industry.

"The progress of the baking industry has been slowed down for years by a lack of experienced trained manpower capable of operating, supervising and managing the modern bakeries with their multiplicity of new equipment and methods," Dr. Rumsey said. "Conversely, it will take more years to educate and train men and women who are competent to move into the responsibilities of the bakeries as we must operate them tomorrow."

"Time is running out for us," the speaker emphasized.

Speaking on "The Road Ahead," Fred Weberpals, H. C. Bohack, Inc., Brooklyn, president of the American Society of Bakery Engineers, pointed out that "there's no disputing that the American Bakers Assn. has been in the forefront and can take deep satisfaction for the emergence of the bakery from the cellar peel oven shop to the almost push-button bakery of today."

Prior to the reading of Mr. Bromfield's tribute to bread (reproduced in full on page 24 of this issue) by Edward Arnold, motion picture actor, those responsible for the Bakers of America Program detailed the past accomplishments and future plans of the bakers' national advertising effort.

One of the many highlights of the presentation was the slide film detailing of the program, under the chairmanship of J. Roy Smith and Joseph W. Biety. The latter introduced the presentation, being followed by John F. Hunt, Foot, Cone & Belding, Chicago, who reviewed the

assets and negatives of the Bakers of America Program advertising after four years of use.

Referring to the advertising program carried on since the beginning of the promotional effort in national magazines, it was concluded it was "time for a change," Mr. Hunt pointed out. He stated that the program had always wanted to participate in radio, but that the budget of the program made this possible only when radio time and talent charges were reduced drastically some months ago.

Objectives during 1952 of the Bakers of America Program "Hollywood

Star Playhouse," are, according to Mr. Hunt:

The greatest possible consumer impact for all types of baked foods.

A continuity in approach for the greatest possible familiarity with the program by the public.

A blanket-like coverage of the national market is also provided by radio, the speaker maintained.

Radio supplies a handy tool for expanded public relations and consumer education activity.

Radio was chosen as it was believed to be the best vehicle for reaching the public and the bakers

(Continued on page 80)

## LEVER BUILDS FOR THE FUTURE... New Los Angeles Plant ★

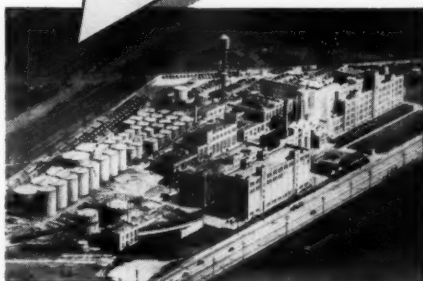


## NOW 3 GREAT PLANTS TO SUPPLY THESE 3 GREAT SHORTENINGS

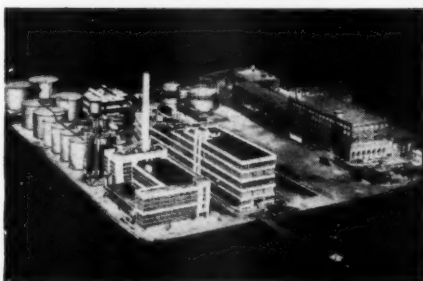
**GILT EDGE**  
The finest  
in the emulsified  
shortening field.

**COVO**  
The all-purpose  
fully hydrogenated  
shortening.

**HYDORA**  
The Standard  
for all standard  
pure vegetable  
shortenings.



HAMMOND, INDIANA



EDGEWATER, NEW JERSEY

LEVER BROTHERS is growing with the baking industry. For many years we have been an important supplier of shortenings specially developed to fit

the industry's needs. Now we are expanding to match your growth... a modern plant in Los Angeles will join those in Hammond and Edgewater.

### DIRECTORY

For information concerning these 3 fine shortenings, contact the Lever Office nearest you as shown in this list:

<b>Boston</b> . 140 Federal St. (Room 1508) Boston 10 Liberty 2-2882	<b>Pittsburgh</b> . 330 Grant Street, Pittsburgh 19 Express 1200
<b>New York</b> . 445 Park Ave., New York 22 MUrray Hill 8-3800	<b>Detroit</b> . 1249 Washington Blvd., Detroit 26 WOodward 2-5288
<b>Philadelphia</b> . 12 South 12th St., Phila. 7 WAInut 2-2236	<b>Syracuse</b> . 224 Harrison Street, Syracuse 2 SYracuse 3-7194
<b>Chicago</b> . 141 W. Jackson Blvd., Chicago 4 WAbash 2-4300	<b>Baltimore</b> . 14 So. Light Street, Baltimore 2 SARatoga 5691
<b>Cincinnati</b> . 15 W. 6th Street, Cincinnati 2 MAin 2075	

## LEVER BROTHERS COMPANY

205 East 42nd Street, New York 17, New York

## Sidelights

(Continued from page 16)

Mrs. Louise Buell discloses that close to 2,500 cups of coffee were served during the meeting. During the convention, club officers, directors, committeemen and staff of the Bakers Club were on hand to welcome the conventioners. A wide variety of bakery goods was set out, along with coffee, to make for a refreshing pause. The bakery goods were supplied by bakers, while the other items, such as coffee, cream, sugar and

other equipment were furnished by allied members of the club. Visitors voiced a unanimous vote of thanks to the club for its thoughtfulness and helpfulness as they departed. An estimated 4,000 visitors visited the club during the convention.

A new and dramatic technique in the presentation of program material was a feature of the wholesale bread branch session the afternoon of Oct. 21. A five-part series of papers on leading baking industry problems was presented under the direction of E. J. Sperry, "Sperry's Personal Opinion," Chicago. Four professional radio and

television announcers took part in the presentation, reading from carefully prepared scripts timed to deliver the maximum amount of information within the time allotted. This technique, which was first introduced by Mr. Sperry in his "School of Bread Salesmanagement" was the object of considerable favorable comment.

John Reppetti, New York representative of King Midas Flour Mills, Minneapolis, visited his home office in Minneapolis following the convention, and then flew to White Sulphur Springs, Va., to spend a few days with Mr. and Mrs. Emil Fink, the

Fink Baking Co., New York, who are taking a month's vacation at the resort.

Following the convention, the hundreds of samples of cake and their packages, gathered from all over the country for the wholesale cake branch session, were turned over to the Martha Washington School for Dependent Crippled Children, Chicago.

Several long-time friends of F. W. Birkenhauer, Wagner Baking Corp., Newark, paid him glowing tribute at the wholesale pie branch session luncheon, at which Mr. Birkenhauer was honored as "dean of the pie industry." Frank Rushton, Geo. Rushton Baking Co., Wichita, friend for more than a quarter century, said "We've never had a man in the industry who has been more faithful." James Henderson, Case-Moody Pie Corp., Chicago, presented a scroll to Mr. Birkenhauer with the comment, "I've never had such an honor in my life." Nathan R. Rogers, Paradise Baking Corp., New York, presented a brief case and cited Mr. Birkenhauer for long and valuable service to the industry. The citation read:

"Whereas, F. W. Birkenhauer has served the pie baking industry for over three decades; and whereas his endless patience, skill and brilliant leadership has placed our industry in a high plane; and whereas his kindly, generous and humane qualities have endeared him to all of us; now therefore be it resolved that this resolution be presented to him at this testimonial luncheon in his honor and as a token of our esteem for him in appreciation of his efforts on our behalf."

Frank Rushton, Geo. Rushton Baking Co., Wichita, was also given a salute at the wholesale pie branch session for his long record of industry service.

Carl Haubrock, Best Pie Co., Inc., said at the convention that he was not an ABA member, but came to the sessions to find some answers to his business problems. Apparently he found them. "I'm going back to the Pacific Coast and tell them out there what the ABA stands for," he said.

Representatives of the Red Star Yeast & Products Co. held a short memorial service in honor of Ed Carlson, who died recently. The tribute was led by R. D. L. Wirth, president of the Milwaukee firm. Mr. Wirth cited Mr. Carlson's record of 39 years of devoted service to the yeast organization, and praised his activities for the company in the baking field.

The American Bakers Assn. public relations department made a special effort to make things go smoothly for the press representatives attending the convention. The trade press was welcomed at a luncheon Oct. 18. Dudley McFadden and Thomas F. Deutsche and their staff performed sterling service in getting copies of speeches to the press, bakers and others interested in having permanent records of the meeting.

Mr. and Mrs. Curtiss Scott and Mr. and Mrs. J. Roy Smith were on hand in the reception line during the president's and chairman's reception, one of the social highlights of the convention. Claire Trevor and Ray Milland, who starred in the Hollywood Star Playhouse broadcast from the hotel prior to the reception, were also in the receiving line for a time.



## Daisies won't tell...

...but it's no secret that better bread can be made with Wytase—whiter crumb color, better flavor and longer lasting freshness.



Beautiful

## WHITE BREAD

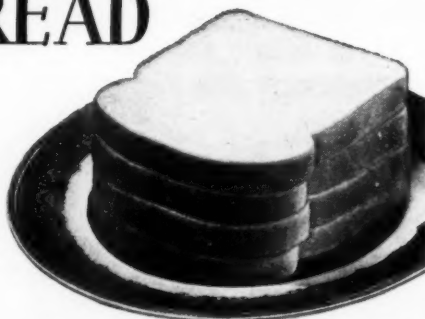
made with

## Wytase

REG. U.S. PAT. OFF.

DOUGH WHITENER

WYTASE is the registered trade mark of the J. R. Short Milling Company to designate its natural enzyme preparation for whitening the dough.



J. R. SHORT MILLING COMPANY, 20 North Wacker Drive, Chicago 6, Illinois



## Anton G. Bosch Reelected Head of Connecticut Bakers Assn.

By GEORGE W. POTTS  
American Baker Editorial Staff

HARTFORD, CONN.—The 20th anniversary of the Connecticut Bakers Assn., Inc., and the third century of commercial baking in this state were celebrated at the annual convention of CBA held here Oct. 27.

The story of the founding of the baking industry in Connecticut more than 300 years ago was outlined in "The Story of Peter Browne," presented as part of the program during the afternoon session. The interesting historical story as told in a recording prepared by Charles Barr, CBA secretary, noted that Peter Browne appeared before the General Court of Quinnipiac Colony (now the city of New Haven) in 1639 and asked for permission to start a baking business. As outlined in the official record of the colony: "A court holden the 5th of February, 1639, Peter Browne licenced to bake to sell, so long as he gives no offence in it justly."

One of the interesting angles of the story was the fact that even in those early colonial days there were three types of bread defined by law, bakers had trademarks, there were food inspectors and they even had a form of price controls.

The price control was actually a weight control. As noted in the law, when a bushel of wheat cost three shillings, the weight of the penny white loaf was to be 11¼ ounces; the weight of the penny wheaten loaf, 17¼ ounces, and the weight of the penny household loaf 23 ounces. When wheat went to six shillings and sixpence per bushel, the highest price named in the tariff, the penny loaves weighed 6 oz., 9½ oz. and 12¼ oz., respectively.

In conclusion, the story of Peter Browne stated that "when we of the 20th century are dust, and bakers of the long tomorrow ply their trade, the spirit of enterprise exemplified by Peter Browne shall inspire them as, today, it gives us pride in our calling and a determination that we shall bring credit to our ancient craft."

In direct contrast to the colonial baking scene, E. C. Johnson of H. A. Johnson Co., Boston, outlined the development of the baking industry in the past 50 years "from a small beginning to a great industry today." In the address he outlined improvements made in connection with in-

gredients, machinery, processes and merchandising.

Mr. Johnson urged the bakers to remember constantly the importance of seeing the need for "change, change and more change." He pointed out that to keep in step with the great growth yet to come in the future would require able, "broad" men with all-round knowledge of costs, production, advertising, public relations and merchandising. He predicted a constantly expanding industry "calling for vision and ingenuity."

Tying in with the observance of National Honey Week, the program featured an address titled "Your Friend, the Honeybee," by Mrs. Claude Yates of the Connecticut Beekeepers Assn., and an exhibit of baked goods made with honey.

The baked goods display was prepared by Alex Taylor of Standard Brands, Inc., who commented on the use of honey in baked goods in a short address. In the presentation he outlined the varying amounts of honey replacing sugar in whole wheat bread, honey loaf, Danish pastry, chocolate cake, whole wheat muffins, honey nut cake, ginger bread, honey bars, coconut cookies, squash pie filling and other varieties. He noted that honey can be used in practically any baked product and cautioned the bakers to use only amber colored honey of the best obtainable quality.

The evening banquet program featured the coronation of "Miss Connecticut Honey" with representatives of the Connecticut Beekeepers Assn. assisting in the ceremonies.

One of the features of the program was a round table session on frozen baked goods concluding the afternoon session. The panel consisted of Fred P. Wolfe, Jr., Wolfe's Quality Bake Shops, West Haven; A. T. Cinq-Mars, Handy Kitchen, Inc., Waterbury; Leon A. McDonald, deLaurent Bake Shop, Inc., Bridgeport, and Norman C. Heilman, Heilman's Bakery, Wallingford. The panel noted the production, sales and financial advantages of handling frozen baked goods.

Anton G. Bosch of Gilbert's Bakery, Inc., New Haven, was reelected president of CBA at the business session opening the one-day convention. A. T. Cinq-Mars, Handy Kitchen, Inc., Waterbury, was named general vice president and Charles Barr, West Haven, and Charles R. Hoffmann, the Hoffmann Baking Co., New Britain, reelected secretary and treasurer.

Other officers named were: Retail vice president—E. Thoenes; Eddy's Bake Shop, Ansonia; wholesale vice president—Samuel Shumofsky, Bamby Bread Co., Bridgeport; house-to-house—David T. Duggan, Viking Baking Co., West Hartford; specialty—Samuel Baggish, Julius Baggish Bakery, Inc., Hartford, and Italian vice president—Frank Del Vecchio, Legna Baking Co., New Haven.

Trustees of CBA are: Leon McDonald, James S. Borck of Borck & Stevens, Inc., Bridgeport, and Morris Shumofsky of Bamby Bread Co., Bridgeport.

Robert Hughes, H. A. Johnson Co., Boston, was named allied vice president at a meeting of the allied group held in conjunction with the convention. The three allied representatives named at the meeting are: Robert Henschel, Bay State Milling Co., Boston; Thomas O'Connor, General Mills, Inc., Boston, and James MacDearmid, Jos. Middleby, Jr., Inc., Boston.



**SANITARIANS MEET**—Important figures in the National Association of Bakery Sanitarians are pictured in a group at the second annual convention of the group, held at the Sherman Hotel, Chicago, Oct. 14-16. Left to right, standing, are: Lloyd Barron, National Biscuit Co., New York; Dr. Edward L. Holmes, American Sanitation Institute, St. Louis, secretary-treasurer of the sanitarians; George W. Bassett, Continental Baking Co., Hoboken, N.J.; Fred Vitale, Continental Baking Co., Youngstown, Ohio; James V. Cawley, Modern Sanitation, New York. Seated, left to right, are: Lois Cole, Quality Bakers of America Cooperative, Inc., New York; George M. Tompkins, Arnold Bakers, Inc., Port Chester, N.Y., retiring president and the new chairman of the board of directors; Robert C. Haven, Langendorf United Bakeries, Inc., San Francisco, new president, and Mrs. Margret Phillips, Schulze & Burch Biscuit Co., Chicago, president elect of the organization.

## New Developments Hold Attention of Bakery Sanitarians

CHICAGO — Educational and instructive addresses, coupled with lively discussion, were featured at the second annual convention of the National Association of Bakery Sanitarians, held Oct. 14-16 at the Hotel Sherman here.

In opening the program the morning of Oct. 14, George M. Tompkins, Arnold Bakers, Inc., Port Chester, N.Y., reported satisfying progress made by the organization during the preceding year, including the organization of a local section on the Pacific Coast during the period. Membership in the group totals around 45, and an active membership drive is expected to double this by the next annual convention.

First speaker on the morning session, which was moderated by Mrs. Margret Phillips, Schulze & Burch Biscuit Co., Chicago, was J. Lloyd Barron, National Biscuit Co., New York. Mr. Barron told of the progress made in the sanitary design of bakery equipment, stressing the advances made in flour handling methods.

In the afternoon, a program for teaching food handling practices was outlined by Dr. W. H. Haskell, the Klenzade Co., Beloit, Wis. He remarked on the necessity of instilling into workers' minds the importance of a sanitation program, and recognized the need for management to be sold on such a program.

The current Food & Drug Administration program for better sanitation in handling grain and its accompanying ramifications was outlined by Dr. Edward L. Holmes, executive director of the American Sanitation Institute, St. Louis.

In his discussion on controlling flies in the bakery, W. W. Priestley, Hecht's Bakery, Bristol, Tenn., emphasized the need for eliminating their breeding places. He stressed also the importance of preventing entry of the insects, and warned that

in the use of insecticides, precautions must be taken against the flies falling on the product or into the product zone.

A symposium on the inspection of bakery ingredients other than flour followed, participated in by Mrs. Rose Musso, Georgia Nut Co., Chicago; Henry N. Wolf, Ambrosia Chocolate Co., Milwaukee, and Alfred Anton, Wood & Selik, New York. Discussed respectively by the speakers were nuts, chocolate and coconut, and the precautions taken against infection, infestation, contamination and spoilage of these products.

Newer procedures in mold control were presented by Dr. Lloyd Herrman, Wilson & Co., Chicago, and V. S. Del'Giudice, Armour & Co., Chicago.

### Bulk Handling Discussed

Bulk handling was presented as a modern development in the sanitary handling of grain and flour by LeRoy R. Jamison, General Mills, Inc., Minneapolis. He foresaw great strides in the direction of bulk handling of flour, and said it was possible that the fulfillment of the miller's dream of absolute sanitation in flour handling between the mill and bakery is in sight. He pointed out that insects do not remain in pneumatic flour systems. He commended the milling and baking industries in their joint efforts in cleaning up boxcars, and said the danger of flour being contaminated en route in boxcars is being minimized.

Dinner speaker at the annual banquet the evening of Oct. 15 was R. E. Kious of the U.S. Public Health Service, Washington. He outlined the behavior patterns in selling sanitation. Master of ceremonies was Peter Pirrie, Bakers Weekly, New York. At the banquet Robert C. Haven, Langendorf United Bakeries, Inc., San Francisco, was installed as new president of the organization. In recent elections, Mrs. Margret Phillips, Schulze & Burch Biscuit Co., Chicago, was named president-elect of the group, and will be installed as president at the annual banquet in 1953. She acted as program chairman for the convention. Dr. Holmes remains as secretary-treasurer. Mr. Tompkins moves up as new chairman of the board of directors.



**HEADS BAKERS**—Anton G. Bosch, Gilbert's Bakery, Inc., New Haven, Conn., was returned as president of the Connecticut Bakers Assn. He is shown at the left above with Charles Barr, West Haven, reelected secretary at the group's recent convention.



**ALLIED BREAKFAST**—A capacity crowd of allied tradesmen and guests gathered during the ABA convention for the annual meeting and breakfast of the Allied Trades of the Baking Industry. George N. Graf, director of merchandising and general manager, Quality Bakers of America Cooperative, Inc., New York, at the left above, used a chart of business trends to show that a period of



hard selling is nearing, then displayed the corpse of "Caesar" to show just what is wrong with present-day selling methods. Ray Maloney, Ekco Products Co., Chicago, is the doctor in the illustration at the right; nearly lost in the background is the other doctor assisting in Caesar's autopsy, Paul Kiefer, Standard Brands, Inc., Chicago.

## Frank J. Torrens Reelected President of Allied Group

CHICAGO — Frank J. Torrens, Brolite Co., New York, was reelected president of the Allied Trades of the Baking Industry at the annual breakfast meeting of the organization Oct. 21 during the annual convention of the American Bakers Assn. in Chicago.

Carl Steinhauer, Union Steel Products Co., Albion, Mich., was elected vice president, and Claude Bascombe, Standard Brands, Inc., New York, was elected as secretary-treasurer.

Frank X. Ragan, Standard Brands, Inc., New York, chairman of the nominating committee, proposed the following additions to the executive committee, terms to expire October, 1955: C. H. Bollinger, Kansas Flour Mills Co., Reading, Pa.; C. B. Clancy, Anheuser-Busch, Inc., Boston, and Ted Lauder, Ekco Products Co., Chicago. They were elected unanimously.

Following the election, George N. Graf, general manager and director of merchandising, Quality Bakers of America Cooperative, Inc., New York, delivered a well-received address on the quality of selling needed to produce adequate sales in a normal economy.

### GEN. EISENHOWER SENDS GREETINGS TO ABA

During the opening general session of the American Bakers Assn. convention in Chicago, the following telegram was read by Curtiss H. Scott, Grocers Baking Co., Louisville, ABA chairman:

"Please extend my cordial greetings to the members of the American Bakers Assn. at their annual meeting. You and your associates are engaged in what has become a major industry in the American economy by virtue of the modern techniques and advanced research now used. You have special opportunities and obligations in public health and nutrition. My best wishes to you for an enlightening and successful convention."

Signed, Dwight D. Eisenhower.

Basing his talk on what he called Sales Fundamental No. 1—"what goes up must come down," Mr. Graf said that most sales people have forgotten that in the last dozen years of "order-taking." He used an economists' chart of economic trends to show that in the past 156 years there have been at least 17 major inflationary eras followed in turn by a depression era. The last era is the longest peak we have ever had, Mr. Graf said, hinting that time may be running out and suggesting that "American salesmanship prepare to meet the challenge."

"The type and calibre of salesmanship which may have gotten by or even succeeded in the past 10 years will never be adequate in the decade to come," Mr. Graf said.

The speaker then introduced "Caesar" to represent the type of salesman he was warning against; he performed an autopsy to enumerate the many sales deficiencies Caesar suffered from.

Mr. Graf called for service to the baking industry by those companies selling to the industry, for their own benefit. He pointed out that "if we could regain the consumption per capita today that was lost between 1929 and 1949, allied people would be selling annually:

More vitamin tablets—61,500,000 tablets.  
More sugar—330,500,000 lb.  
More yeast—92,250,000 lb.  
More milk—215,250,000 lb.  
More shortening—153,750,000 lb.  
More wrappers—15,360,000 lb.  
More flour—30,750,000 sacks.

"A dream of salesmanship as the highest type of career, a goal—an achievement in itself, Mr. Graf concluded."

A dream so soul-satisfying, so definitely pinned down, so positively put into action that you will gladly pursue it to the end of time.

"Such an achievement is more important than we realize. With world Communism looming all around us, I think the next test of our economy, if and when it comes, will be more than a test of salesmanship. It will be a test of American enterprise—a test of the American system itself."

The members stood in silence while Mr. Bascombe read the list of members deceased since the 1951 meeting: J. E. Babbitt, Chicago; Joseph Boyle, Chapman & Smith Co., Omaha, Neb.; Edward F. Carlson, Red Star Yeast & Products Co., Milwaukee; G. J. Courtney, E. I. du Pont de Nem-

ours & Co., Wilmington, Del.; Leon H. Davis, Dawson-Davis Co., Inc., Boston; Chardon C. Frantz, the Frantz Co., Pittsburgh; W. R. Hain, Brolite Co., Upper Darby, Penn.; Jack Johns, General Mills, Inc., Columbus, Ohio; Herbert A. MacArthur, H. C. Brill Co., Newark, N.J.; Jeremiah A. MacNair, H. J. Greenbank & Co., New York; Steven G. Parks, G. B. Lewis Co., Watertown, Wis.; William Riehl, Baltimore; Roy F. Shrope, Bakers Weekly, New York, and Clifford M. Vogt, Bowman Dairy Co., Chicago, Ill.

In addition, the past year saw the death of one of the ATBI's charter members: William A. Hoffman, Red Star Yeast & Products Co., Louisville, Ky.

## L. E. Caster and Howard O. Hunter Again Head AIB

CHICAGO—Louis E. Caster, Keig-Stevens Baking Co., Rockford, Ill., was reelected chairman of the American Institute of Baking, and Howard O. Hunter its president. Milton Petersen, P. F. Petersen Baking Co., Omaha, was reelected vice chairman.

The meeting of the board of directors of the AIB was held prior to the annual membership meeting Oct. 20, as a part of the American Bakers Assn. convention proceedings. Joseph A. Lee, Standard Brands, Inc., New York, was reelected treasurer, and Paul Chapman, Chapman & Smith Co., Melrose Park, Ill., secretary.

Newly elected to the board of directors were: Arthur Vos, Jr., Macklem Baking Co., Denver, and Raymond K. Stritzinger, Continental Baking Co., New York, replacing C. Everett Casto, Ward Baking Co., New York, and Harry W. Zinsmaster, Zinsmaster Bread Co., Duluth, Minn., whose terms expired.

Other members of the board are F. W. Birkenhauer, Wagner Baking Corp., Newark; Paul E. Clissold, Baking Industry magazine, Chicago; J. U. Lemmon, Jr., Doughnut Corporation of America, Inc., New York; H. S. Mitchell, Swift & Co., Chicago; Peter G. Pirrie, Bakers Weekly, Chicago; Curtiss H. Scott, Grocers Baking Co., Louisville, and ABA chairman; E. L. Southwick, Farm Crest Bakeries, Inc., Detroit; G. Cullen Thomas, General Mills, Inc., Minne-

## CONVENTION CALENDAR

Nov. 16-19—New England Bakers Assn., Sheraton Plaza Hotel, Boston; sec., Robert E. Sullivan, 51 Exeter St., Boston 16, Mass.

1953

Jan. 11-13—Ohio Bakers Assn., Biltmore Hotel, Dayton, Ohio; sec., Roy Ferguson, Seneca Hotel, Columbus 15, Ohio.

Jan. 18-20—Pennsylvania Bakers Assn. winter convention, William Penn Hotel, Pittsburgh, Pa.; sec., Theo. Staab, 5700 N. Broad St., Philadelphia.

Jan. 25-27—Potomac States Bakers Assn.; Lord Baltimore Hotel, Baltimore, Md.; sec., Emmet Gary, 16 McClellan Place, Baltimore, Md.

April 10-11—Southwest Bakers Assn., Amarillo, Texas; sec., J. R. L. Kilgore, P.O. Box 127, Albuquerque, N.M.

April 12-14—Tri-State Bakers Assn.; Jung Hotel, New Orleans; sec., Sidney Baudier, 204 Board of Trade Bldg., New Orleans 12, La.

April 12-15—Associated Retail Bakers of America; Jefferson Hotel, St. Louis, Mo.; sec., Trudy Schurr, 735 W. Sheridan Road, Chicago 13, Ill.

April 20-21—Pacific Northwest Bakers Conference, Portland, Ore.; sec., Roger Williams, 1138 Jefferson St., Salem, Ore.

April 21—South Dakota Bakers Assn., Cataract Hotel, Sioux Falls, S.D.; sec., Lex Quarnberg, Tri-State Milling Co., Rapid City, S.D.

April 23-25—Southern Bakers

Assn., Vinoy Park Hotel, St. Petersburg, Fla.; sec., E. P. Cline, 703 Henry Grady Bldg., Atlanta, Ga.

April 26-28—Texas Bakers Assn., Buccaneer Hotel, Galveston, Texas; sec., Mrs. G. Goodman, 1134 Liberty Bank Bldg., Dallas 1, Texas.

April 28-29—Bakers Forum, sponsored by the Allied Trades of the Baking Industry of Southern California, Huntington Hotel, Pasadena, Cal.; sec., Philip Seitz, P.O. Box 272, Glendale, Cal.

May 4-5—Associated Bakers of Minnesota; Radisson Hotel, Minneapolis, Minn.; sec., J. M. Long, 623 14th Ave. S.E., Minneapolis, Minn.

May 18-20—Lake Michigan States Bakers Conference; Milwaukee Auditorium, Milwaukee, Wis.; sec., Fred Laufenburg, 161 W. Wisconsin Ave., Milwaukee, Wis.

June 6-9—New England Bakers Assn., Wentworth-by-the-Sea, Portsmouth, N.H.; sec., Robert E. Sullivan, 51 Exeter St., Boston 16, Mass.

June 13-15—The Bakers Association of the Carolinas; Ocean Forest Hotel, Myrtle Beach, S.C.; sec., Mrs. Louise Skillman, Myrtle Apts. No. 4, Charlotte 3, N.C.

June 22-24—Potomac States Bakers Assn.; the Cavalier Hotel, Virginia Beach, Va.; sec., Emmet Gary, 16 McClellan Place, Baltimore, Md.

July 26-28—The West Virginia Bakers Association; Greenbrier Hotel, White Sulphur Springs, W. Va.; sec., Edward R. Johnson, 611 Pennsylvania Avenue, Charleston, W. Va.





apolis, and Ralph D. Ward, Drake Bakeries, Inc., Brooklyn, in addition to Messrs. Caster, Chapman, Lee and Petersen.

Elected to the executive committee were: Messrs. Caster, Petersen, Lee, Scott, Thomas, Stritzinger and Southwick. Members of the nominating committee were Messrs. Birkenhauer, chairman; Southwick and Thomas.

### DEMONSTRATION MARKS CHICAGO BAKERY MEET

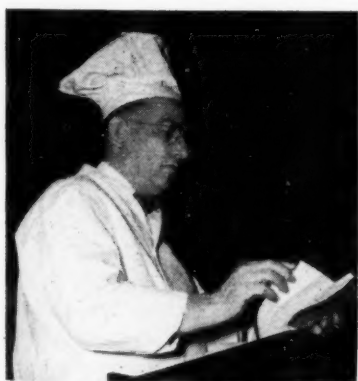
CHICAGO—Members of the Associated Retail Bakers of Greater Chicago and many bakers from nearby towns and cities in Illinois, Indiana and Wisconsin joined in an afternoon and evening outing in the Pilsen Park Auditorium, Chicago, recently.

Chief attraction on the program was a bakery demonstration by the shortening and oil division of Durkee Famous Foods, Chicago. Presiding over the demonstration was Frank Clegg of Durkee, assisted by William Ditmar, Fred Eber, Frank Jungewaelter and Reiny Lutz, all but Mr. Jungewaelter of Durkee. Products demonstrated were: Danish pastry, form cakes, coffee cakes, California fruit cakes, Windsor tortes, crunch cakes, pumpkin pies, brownies, and others.

Mr. Jungewaelter, Chicago Bakers Cooperative Assn., former executive secretary of the Associated Retail Bakers of America, discussed batch and unit costs of all products in terms of current Chicago area prices. George Krubert and Henry Topp, Chicago retail bakers, and president and executive secretary of the Chicago association, were recognized, and they commended the bakers present for their interest and attendance.

As part of the program, Emil Hilbert, Hilbert's Bakery, and president of the Chicago Master Bakers Club, was awarded a wrist watch and certificate by Lloyd R. Wolfe, director of Sperry's Bakers' Day, for his participation in the recent event.

The day was concluded by a buffet dinner followed by a dance.



**PASTRY DEMONSTRATION**—Frank Clegg of Durkee Famous Foods, Chicago, is shown here presenting a bakery demonstration to members of the Associated Retail Bakers of Greater Chicago.

### BAKING SANITATION GROUP ELECTS J. LLOYD BARRON

CHICAGO—J. Lloyd Barron was elected chairman of the Baking Industry Sanitation Standards Committee at the two-day session of the group at the Hotel Sherman here recently. Mr. Barron, National Biscuit Co., New York City, succeeds A. T. Prosser, Ward Baking Co., New York City, who served as chairman of the committee for the past three years.

A. J. Faulhaber, American Stores, Inc., Philadelphia, is the vice chairman and Raymond J. Walter the secretary-treasurer.

Hans H. Hennecke, Baker Perkins, Inc., Saginaw, Mich., was elected to fill the position of Arthur F. Cummins, Century Machine Co., Cincinnati, on the board of directors. Mr. Cummins had asked to be released.

The sessions, which began Oct. 17, were attended by approximately 60 persons representing six national bakery organizations. The BISSC had six individual meetings carried on simultaneously reviewing various sanitation standards.

The sanitation standard on Pan, Rack and Utensil Washers and Industrial Sinks, which has been approved by the committee, has been ordered published. Up to now the following sanitation standards have been approved and published as follows: Flour Handling Equipment, published June 1, 1952, and the standards on Dough Troughs and Mechanical Proofer, published Aug. 1, 1952. The sanitation standards on Conveyors and on Cake Depositors, Fillers and Icing Machines were referred back to their task committees for further review in accordance with the various corrections for revision which had been received.

Task committees are now working on 12 proposed standards. These include: Conveyors; Cake Depositors, Fillers and Icing Machines; Ingredient Water Coolers; Ingredient Containers; Mixers—Vertical; Mixers—Horizontal; Dividers and Rounders; Pans, Proof Boxes, Bread Coolers and Fermentation Rooms; Bread Moulders; Pan Greasers, and Spindle Mixers.

### ST. LOUIS PRODUCTION MEN SURVEY NEW CROP FLOUR

ST. LOUIS—New crop flour was the topic of a paper prepared by James Bennett, chief chemist of the C. J. Patterson Co., and read by W. J. Whitacre of the same company at the last meeting of the Greater St. Louis Bakery Production Club held at the Columbian Club Oct. 13.

After tracing the new crop wheat from Texas to the Canadian border, bringing in the unusual weather conditions that existed, Mr. Bennett in his paper paid tribute to the millers for blending the right types of wheat in order to produce a flour of high baking quality. A point of interest was that although the ash content of new crop flour was higher, it was producing better bread than low ash flour.

Another unusual feature of this year's crop was that at the beginning of the year absorption was lower; however, flour milled at present is showing about the same absorption as last year's.

Dr. Betty Sullivan, Russell-Miller Milling Co., Minneapolis, who was a guest at the meeting, further elaborated on her experiences with new

crop flour. The members participated in a lively discussion of the merits of steel versus Teflon rollers on molders during the question and answer period.

The next meeting of the production club will be held Nov. 17 at the Congress Hotel, with dinner beginning at 6:30 p.m.

### GENERAL MILLS, INC., TO HELP EQUIP LABORATORY

MILWAUKEE — The Wisconsin Flour & Bakers Allied Trades Assn. has approved an offer by General Mills, Inc., offering from \$500 to \$1,000 to help equip the bakery laboratory of the Department of Food Technology in the newly completed Babcock Hall, University of Wisconsin in Madison.

The Wisconsin Flour & Bakers Allied Trades Assn. appointed a special committee which is to cooperate with the Wisconsin Bakers Association, Inc., in its quest to raise a sum to match the General Mills, Inc., offer.

The Wisconsin Bakers Assn. will conduct the fund drive among its membership. The Wisconsin Flour & Bakers Allied Trades Assn. will plan a similar drive among its group and has selected a committee headed by Phil Orth, Jr., Ph. Orth Co., Milwaukee bakery supply firm.

According to Mr. Orth, who has spearheaded efforts to get the baking allied industries to equip the bakery laboratory, at least \$5,000 is necessary to purchase equipment and machinery.

### GOLF TOURNEY CLOSES CLUB'S OUTDOOR YEAR

NEW YORK—The Bakers Club, Inc., closed its outdoor season with a golf tournament and dinner at the North Hills Golf Club, Douglaston, L.I., that drew 110 persons.

Golf winners in class A were Ray Kilthau and John R. Sheehan, president of General Fiber Products Corp.; in class B, George Faunce, Jr., vice president and general counsel, Continental Baking Co., and Ben Rous, vice president of Grand City Container Corp. Kickers' prize was won by E. L. Timberman, regional manager of Continental Baking Co.

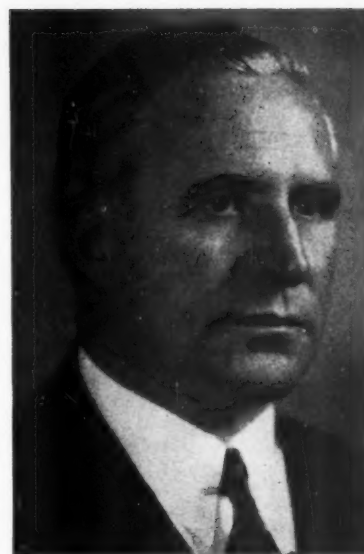
The first indoor meeting of the season will be held at the Belmont-Plaza Hotel, Nov. 20, when the guest speaker will be George H. Coppers, president National Biscuit Co.

### GERARD R. WILLIAMS NOW SOLE OWNER OF BAKERY

SCRANTON, PA.—Control of the Williams Baking Co. has been purchased by Gerard R. Williams, president of the firm, it was disclosed at a dinner meeting here for 100 cake division salesmen of the bakery. Mr. Williams said he purchased stock held by Northeast Industries, Inc.

The Williams company originally was a family owned business from 1867 to 1912. At that time it was reorganized and outside stockholders came into the picture. Now all stock has returned to possession of the Williams family.

Mr. Williams remains as president and treasurer of the firm and his wife is vice president and secretary. Mr. Williams' two sons, Gerard R., Jr., and Wayne P., are advertising manager and personnel manager, respectively.



J. U. Lemmon, Jr.

### Bakery Equipment Group Reelects J. U. Lemmon, Jr.

CHICAGO—J. U. Lemmon, Jr., of the Doughnut Corporation of America, New York, was reelected president of the Bakery Equipment Manufacturers Assn., and John E. Morrill of the Union Machinery Co., Joliet, Ill., was reelected vice president at the association's recent meeting.

Two directors were elected to the board of directors: T. F. Freed, Read Standard Corp., York, Pa., and Benson Littman, Ekco Products Co., Chicago. They were reelected to serve the full three-year terms on the board. Raymond J. Walter continues as the executive secretary and treasurer of BEMA, with its executive offices at 511 Fifth Ave., New York 17, N.Y.

The ABA-BEMA Joint Expositions Committee met Oct. 20 to initiate plans for the 1955 Baking Industry Exposition. This exposition will be held in Atlantic City, N.J., Oct. 1-6, 1955. It was also reported that the association had approved exhibition by any of its members at the forthcoming exposition of the Associated Retail Bakers of America in St. Louis April 12-15, 1953.

### J. G. BROSMER JOINS RAISIN ADVISORY BOARD

FRESNO, CAL.—The appointment of Joseph G. Brosmer, 33, as assistant manager of the California Raisin Advisory Board, effective immediately, has been announced by Norman J. Katzen, board manager.

Mr. Brosmer has been employed by the Central California Ice Co. since moving to Fresno from New York in 1946. For the past four years he has been closely connected with growers and shippers of fresh fruit and vegetables in various sections of the San Joaquin Valley. He is a graduate of Villanova College, Villanova, Pa., where he majored in business administration and law. He was released from active duty with the Army of the U.S. as a captain in 1946 after five years' service. Mr. Brosmer is married and has three children.

# House-to-House Branch Studies 5-Day Week, Route Building and Fleet Operations

A closed session discussion of the problems involved in the 5-day week took up the morning section of the house-to-house branch session meeting Oct. 21. Following the luncheon, which was a part of all branch sessions this year, E. A. Christoffel, district manager for Omar, Inc., Indianapolis, showed how successful route building is dependent on personnel, production, accounting and sales management.

"Successful route building pays off in many ways," the speaker said. "It not only means more profit for the company, but if route sales are high, sales pay checks are good and, when earnings are good, salesmen turnover is held to a minimum. A strong and solid foundation for sales route building must be established in a well-planned program, with proper emphasis on all phases of the house-to-house baking business; namely, personnel, production, accounting and sales."

The first step in a successful route operation is a sound personnel selection program, Mr. Christoffel said. It is important that you have someone specially trained in selecting your sales people—someone who can find the right man for the right spot. Through interviews and tests we determine the applicant's adaptability to our type of work. Retail bakery sales is a type selling that requires special talents; good physical attributes, pleasing personality and a willingness to work.

"The second step: Production plays an important part in sales building. Successful operation requires quality minded, creative minded and cost minded production people. This phase of successful route building cannot be minimized, since without quality products, it is a difficult problem to build enthusiasm in a sales organization and next to impossible to win the confidence of the sales people."

"The accounting department comprises the third phase of sound route building. Sales management oftentimes has aversion to paper work and this attitude could hinder the very potential of good sound route building. We mention that records are a necessary part of sales work, because they aid in gaining a salesman's confidence. An accurate and simple



**AT ABA CONVENTION**—A good attendance was recorded at the house-to-house bakers session during the recent American Bakers Assn. convention. Left to right in the illustration at the left above are N. B. Clinch, Manor Baking Co., Dallas, Texas; W. L. Taggart, Jr., Colonial Baking Co., Inc., Grand Rapids, Mich., and E. A. Chris-



toffel, Omar, Inc., Indianapolis. In the right picture are Fred W. Bakemeyer, White Baking Co., Indianapolis; Mr. Taggart; Robert P. Dugan Bros., Newark, N.J.; John F. Higgins, Hathaway Bakeries, Inc., Brighton, Mass., and John Hagy, Friehofer Baking Co., Philadelphia.

system of paper work, including the salesman's order, his check-in sheet, and his customers' route book, is statistical data sufficient to hold the route man's interest. He can see on paper at a quick glance what he has accomplished and what he must do to maintain and better his performance record. Good records aid in giving the salesman confidence in his company, and, also confidence in himself."

Records and statistics should be adequate enough to give supervisory personnel information that leads to a better job in administering the check points of good route building, the speaker said.

A sound sales training program, directly charged to sales management is the initial step in developing a satisfactory route salesman, it was pointed out.

The fourth and main step in successful route building is the sales organization itself, Mr. Christoffel concluded.

N. B. Clinch, president of Manor Baking Co., Dallas, was illuminating in his highly detailed talk on "Economic Home-to-Home Fleet Operation." Type and use of trucks are his approaches to this large expense item. Most important is the salesman's convenience. Next is the selection of a truck unit that will survive the job required. Manor's policy is

one of buying trucks to last, not to trade. Thus, vulnerable wearing parts are the prime consideration. A larger chassis slightly underloaded is ideal, he said. Twelve years ago Manor had special bodies built, but today truck manufacturers and body builders make the bodies very close to perfect adaptation. Maintenance costs are held down by a skilled and devoted fleet supervisor. Truck standardization minimizes parts' costs and labor complications. Only a few "must" records are kept and not on the individual truck basis. Replaced oil is half reclaimed and half new.

Manor does its own paint, body and motor work, Mr. Clinch said. A spare motor is always ready. Premium gas has not proved economical. Hub caps were abandoned for bright chrome aluminum on hub and wheel lugs. Tires are chosen for the tread needed on local roads. A minimum number of spare trucks is preferable. Salesmen are trained to drive economically. A tune up tester tells if any truck is wasting money. A truck should be replaced when repair costs run higher than the depreciation of a replacement, or, when the appearance becomes obsolete.

Manor's cost-per-mile before depreciation over the 12 years is \$.0531, with depreciation, \$.0693. Gas mileage over 12 years has averaged 10.08, is currently 9.62 miles to the gallon.

Dick Donaldson, Donaldson Baking Co., Columbus, Ohio, succeeds W. L. Taggart, Jr., Colonial Baking Co., Grand Rapids, as chairman.

—BREAD IS THE STAFF OF LIFE—

## FORMER ABA PRESIDENT, FRANK R. SHEPARD, DIES

Frank R. Shepard, 84, former president of the American Bakers Assn. and recognized as one of the founders of the modern baking industry, died recently at his home at Lexington, Mass.

As a young man of 29 years he called the historic meeting of bakers Oct. 20, 1897, in Boston, which was the first meeting of the organization to later be known as the American Bakers Assn. Five years later, in 1902, he became the fifth president of the American Bakers Assn.

Born in Charlestown, June 29, 1868, he was graduated from Charlestown high school in 1888. He married Annie Frances Perkins, May 21, 1890.

Mr. Shepard was treasurer and director of the old George G. Fox Baking Co. of Boston from 1893 to 1911. He was chairman of the organizing committee of the General Baking Co. in 1911, first vice president and director of the executive committee from 1911 to 1926 and a director since that time until his retirement in 1938.



**AT THE ABA CONVENTION**—Around 700 bakers, allied tradesmen and their guests gathered for the annual banquet during the recent convention of the American Bakers Assn. At the left above, Carl P. Schmidt, Schmidt Baking Co., Inc., Baltimore, Md., presents a silver serving tray to John T. McCarthy, Jersey Bread Co., Toledo, Ohio, for outstanding service to the industry. (Similar awards were made to J. Roy Smith and Curtiss H. Scott, ABA heads, and Karl Baur, Liberty Baking Co., Pittsburgh. In the center are three past presidents of the ABA: Jay Burns, Bryo Co., Chicago; R. K. Stritzinger,

Continental Baking Co., New York, and Gordon Smith, Smith's Bakery, Mobile, Ala. At the right, the convention takes on an island atmosphere: George Pillsbury, vice president of Pillsbury Mills, Inc., Minneapolis, visits with Robert and Jean Love, Love's Biscuit & Bread Co., Honolulu, and Paul Gerot, Pillsbury president. Mr. Love is the son of Walter Love, a director of the Hawaiian firm, and is attending the American Institute of Baking. Mrs. Love is wearing a lei of flowers sent her by her mother-in-law, Mrs. Walter Love, via air express from the Islands.



## Wholesale Bread

(Continued from page 19)

stales control.

"Whether or not stale bread returns are controlled in each individual bakery will rest solely on the decision made by the owners of the individual bakery," the presentation warned. "That the excessive growth and increase is now finally gnawing at the very core of bread profits, there can be no doubt."

A review of the history of the supermarket was presented in a discussion of the problem of selling bread to supermarkets. It was charged that the baking industry as a group had ignored the growth of this type of retail food selling for too long a period, "having been lulled into a sense of false security by the peak demands of bread during wartime." The increasing frequency of the practice of large supermarkets and chain stores demanding "drop shipments" was discussed.

### Presentation Suggested

It was suggested that bakery executives must prepare themselves to sell their bread to chain stores and supermarkets by means of a presentation relative to their bread with such points covered as superiority, distribution, freshness control, consumer demand, and all of the other points that go to make a logical business presentation. Bakery executives who gain contact with the department heads of chain stores and supermarkets usually have a pleasant surprise in the fact that these men are interested in bread as a food product that can be sold, it was reported.

The presentation stressed that it is imperative that the bakery executive study more closely the methods necessary to sell bread to supermarkets.

### Supervisors' Duties Outlined

In a discussion of the administration of bread sales supervisors, the duties of the supervisor were outlined in detail. A bread sales supervisor must have a knowledge of marketing, it was pointed out, and he must know the value of every shopping day in the week and even the value of each shopping hour in every shopping day. He must know traffic conditions, the relative importance of residential and industrial areas and he must know the merchandising methods of the new and modern food selling companies that are growing so rapidly, it was pointed out.

The presentation cited the necessity for training and building sales supervisors and it was suggested that the trouble involved would be repaid by "the enjoyment eventually of greater bread sales under far less troublesome circumstances."

Probably no problem facing the baking industry today has more hazards of loss than distribution, it was pointed out. The expense of distribution has mounted so rapidly as to have actually wiped out the profits, when combined with the increased returns of bread stale costs, of some bakeries, it was reported. A system of control on distribution expenses being used by the Macklem Baking Co., Denver, was cited as an excellent example of controlling distribution costs. The system was described and discussed and forms used in the system were shown by screen slides.

The discussion of point-of-purchase material, the final segment of the five-point program, was handled by

Mr. Sperry. He stressed the importance of advertising regardless of the high quality of a product.

"Bakers have permitted other food processors to homestead on the property that belongs to the bakery in the grocery store," he said. "Bakers are fast approaching the point where they are getting less than 3% of this space."

Mr. Sperry reported the case of the use of point-of-purchase material by Meyer's Bakery, Little Rock, Ark. He stressed the fact that point-of-purchase advertising should be considered in conjunction with the rest of the advertising program. The greatest difficulty in connection with the use of point-of-purchase material is that it takes some work, Mr. Sperry warned. But he urged bakers to insure an adequate advertising program at the point-of-sale.

The final part of the session was given over to a question-and-answer period featuring the following five industry experts:

Einar Fossum, sales manager of the Rochester (Minn.) Bread Co.; Robert P. Massie, manager of the Springfield (Ohio) Baking Co.; Cesar Medina, president of Holsum Bakers, Inc., Tampa, Fla.; Charles Meyer, Jr., Meyer's Bakery, Little Rock, Ark., and Arthur Vos, Jr., president of Macklem Baking Co., Denver. Mr. Sperry served as moderator of the panel.

In an answer to a question from the floor, Mr. Vos reported that his distribution cost control system has indicated that each stop on a bakery route costs \$2.09. He pointed out that a sale of 14.9 loaves of bread was necessary to break even. Total costs of truck operation, Mr. Vos reported, amounted to 9.66¢ a mile.

Mr. Meyer told of his extensive program of point-of-purchase advertising which tied into a distinctive "blue gingham" wrapper. He displayed samples of the material used, including specially prepared ties for bakery route drivers.

Mr. Sperry pointed out that the percentage of an advertising budget devoted to point-of-purchase material would vary depending on the market. For instance, he suggested that 16% of an advertising budget of a bakery in the New York City area be used for point-of-purchase material.

Mr. Massie said his experience indicated that managers of supermarkets prefer to handle the independent baker's bread because of convenience. He reported trends in selling bread through food chains in his area.

### Education Needed

Commenting on the need for education of retail outlets in the selling of bread, Mr. Sperry reminded the wholesale bakers that they should be sure to make friends in the grocery field in order to help sales of their bread.

Mr. Medina stressed the need for constant and continuing training of bakery sales supervisors. For the program to be effective, it must be considered a long-term plan, he said.

Mr. Fossum reported that the stale loss in his bakery's operations was .8%. He said that the word "stales" was not used in conversation at the Rochester Bread Co. plant. The secret in the success of a control program is in using the figures on ordering and carryover which have been compiled on the basis of past experience.

Before adjourning, the wholesale bread branch elected William E. Maier, Maier's Bakery, Reading, Pa., as the branch chairman for 1953.

# Uniformity

the priceless quality in flour

yours always with . . .

## Acme-Evans Flours

ANGELITE—cake flour

COOKIE KING—cookie and doughnut flour

CRACKER KING—cracker sponge flour

GRAHAM KING—100% soft wheat graham

PASTRY KING—low viscosity flour

Progressive Milling Since 1821

ACME-EVANS COMPANY, INC., INDIANAPOLIS 9, IND.

### Better Milling of Finer Wheat Produces

## Acme's

### Three great baking flours!

ACME quality baking flours are known by the nation's bakers for their uniformly superior performance in the shop. ACME Mills buy and use only choice varieties of Turkey-Type wheats . . . their modern, scientific milling technique is backed by a half-century of experience . . . and every milling is rigidly pretested in ACME's own Baking Laboratories for flavor, texture, color, absorption, uniformity and QUALITY BAKING RESULTS.



for better baking

ask for

## Acme!

THE ACME FLOUR MILLS CO., OKLAHOMA CITY, OKLA.

## Centennial FLOURING MILLS CO.

GENERAL OFFICES: 340 CENTRAL BLDG., SEATTLE 4, WASH.

DOMESTIC AND EXPORT MILLERS • DEALERS IN ALL TYPES OF PACIFIC NORTHWEST WHEAT

GOLD DROP PIE and COOKIE FLOUR  
PYRAMID CONE FLOUR  
CENTENNIAL CAKE FLOUR  
BLUESTEM and HARD WHEAT BAKERS FLOURS

6,500,000  
Bushels  
Country and  
Terminal  
Storage



NEW SPOKANE MILL . . . ONE OF  
THE WORLD'S MOST MODERN

MILLS AT SPOKANE • WENATCHEE • RITZVILLE • PORTLAND

## WANT ADS

Advertisements in this department are 15¢ per word; minimum charge, \$2.35. (Count six words for signature.) Add 20¢ per insertion for forwarding of replies if keyed to office of publication. Situation Wanted advertisements will be accepted for 10¢ per word, \$1.50 minimum. Add 20¢ per insertion for keyed replies. Display Want Ads \$7 per inch per insertion. All Want Ads cash with order.

### HELP WANTED

**MANUFACTURER'S REPRESENTATIVE**—To sell our complete line of automatic defrost bakery freezers. Elliott-Williams Co., Indianapolis, Ind.

**A-1 SIDE LINE PRODUCT FOR SALES** representatives now calling on the manufacturing trade—"Cholmonds," the new taste tempting chocolate almond bits which have found ready acceptance in the baking, ice cream and confectionery fields, now selling nationally. Write California Confection Co., P. O. Box 190-A, Beverly Hills, Cal.

### MACHINERY FOR SALE

**ALLIS LOW-HEAD SIFTERS, SINGLE** section, complete with motor and drive. Hagan Mill Machinery, Jefferson City, Mo.

**ONE LIVINGSTON ENGINEERING CO.** Speedy Electric Steam Jet Cleaner, Model J.C.-25, 220-volt, 3-phase, 60-cycle with special tank complete. For cleaning, sterilizing industrial equipment. Practically new. J. S. Hershey Baking Co., 48 W. Jefferson Ave., York, Pa.

**NEW, NEVER USED, SIX 8' UNION JUMBO** Dough Troughs, drop sides, \$195 each; six new aluminum covers for Jumbo Troughs, \$60 each; Thomson Model "O" Moulder, good condition, \$750; American 4 pocket Divider, \$250; Union Rounder, \$125. All prices, f.o.b. Minneapolis. Emrich Baking Co., 2603 Bloomington Ave., Minneapolis, Minn.

### BUSINESS OPPORTUNITIES

**WEST PALM BEACH, FLA.**—ESTABLISHED, modern, retail bakery. All up-to-date equipment. Next to large chain super-market. 100% location, closed because of illness. Will sell equipment complete for \$5,000 and give 5-year lease with option to buy. Contact Mr. Fred Wolfe, 4200 Spruce Ave., West Palm Beach, Fla.

### NORTH CENTRAL IOWA AREA

**BAKERY**—35-year same owner, prosperous business, in north central Iowa, fine farm area, in business section of good town; three R.R.'s, C.R.I. & P., M. & St. L., Great Western. Building 22x90 brick stone front, hollow tile, good condition. Back part of lot gives customer parking. Basement storage; gas heat. Equipment consists of Fish six-shelf rotary oven with a thermostat control; Allison-Century Hi-Speed mixer with 200-lb. flour capacity and an automatic hopper and elevator sifter feed, 30 to 80 qt. Century cake and dough mixer, Seeger 12' refrigerator; thermostat-controlled deep fat machine with a 22" kettle; Producer automatic bread slicer; Century bread molder; two 10-tier bread cooling racks; 10-tier steamer; bread scale; material scale; platform scale; 500 bread pans and cookie sheets; 4' steel dough trough with a wood cover; 3 glass display counters; back counter; Sundstrand adding machine; National cash register; Johnson nut case; Bismark filler; two calculating confection sealers and wrapping equipment. Complete with building, land, equipment and good-will it is now being offered for sale at \$17,000 plus inventory, about \$1,500. Owner wishes to retire.

Address 120, The American Baker  
Minneapolis 2, Minn.

### MACHINERY WANTED

**GELLMAN CUBE-IT SLICERS**—ADVISE condition, price and shipping point. Make replies to P. O. Box 1225, Harrisburg, Pa.

### EQUIPMENT FOR SALE

**NEW AND USED BAKERY EQUIPMENT**—Mixers, Ovens, Retarders, Pans, etc. Joe Cohen & Co., 2820 W. Van Buren St., Chicago 12, Ill.

## General Sessions

(Continued from page 73)

themselves and to fit most closely the specifications outlined above.

Replying to accusations that radio has decreased in price because of inroads of television, Mr. Hunt said that 96% of the nation's population now owns radio. He admitted that television has driven radio out of the living room, but called attention to a recent survey which indicated that the average consumer spends 108 minutes listening to the radio for every 43 minutes spent watching television, every 34 minutes reading newspapers and every 18 minutes reading magazines.

Attention was called to the emphasis the "baker's voice" of radio gives to the support of a special promotion such as the July is Picnic Month campaign and the "Good Breakfast Means Good Morning" promotional effort slated for next year.

Mr. Hunt showed a chart which indicated a 4% increase in bread sales tonnage over 1951 as proof that radio advertising can increase sales.

Dudley E. McFadden, public relations director of the program, called the Picnic Month promotion which broke for the first time last July the "greatest cooperative food promotion ever planned on a continuing basis."

In outlining the reasons for the success of the program, Mr. McFadden said that 52 types of advertisers had placed 582 ads in special newspaper sections bearing out the Bakers of America Program's contention that "July Should Be Spelled P-I-C-N-I-C." Hamburger and wiener bun sales, because of the special promotion, ranged from an 11% increase to a 42% increase over the same period in 1951, he said. "Planning for 1953 indicates an effort to far overshadow even the remarkable success of 1952," the speaker concluded.

Arthur W. Schultz, also of Foote, Cone & Belding advertising agency in Chicago, spoke on the participation of the bakers promotional program in the breakfast campaign slated for next spring.

"When bread is toasted, consumption goes up," Mr. Schultz said in pointing out that better breakfasts mean higher consumption of baked products since "bread is served when breakfast is served." The speaker concluded by outlining phases of the coming campaign to correct the fact that breakfast is generally the poorest meal nutritionally and commands the least interest on the part of the consumer.

Robert E. Quinlan, field merchandising director for the program, spoke on the merchandising phase as a "multiplication job" which coordinates all phases of the Bakers of America Program into a single effort to increase the consumption of and appreciation of baked foods. He was followed by Ellen H. Semrow,

### CELLOPHANE BAGS

We manufacture: plain or printed. Guaranteed quality. Quick delivery. Samples and prices sent upon request. Excelsior Transparent Bag Mfg. Co., 4061 White Plains Ave., Bronx, N. Y. Phone: Olinville 4-5909.

**ANNOUNCING HOME STUDY COURSE** in commercial baking. Practical basic training. Good field for those with aptitude. Nearly depression proof. Send for Free booklet, "Opportunities in the Baking Industry." National Baking School, 835 Diversey Parkway, Dept. 3202, Chicago 14, Ill.

American Institute of Baking, who outlined the consumer education phases of the Bakers of America Program which emphasizes good eating quality, economy and the nutritive elements contained in baked foods. After Mr. McFadden returned to outline the applicability of the public relations program under the promotional effort, Bert C. Goss, Hill & Knowlton, New York, talked about the booklet on consumer and community relations recently prepared for the baker. E. E. Kelley, Jr., ABA president, said the campaign is an effective driving force in all segments of the program.

"Many of its activities aim not only at today and tomorrow, but at the years ahead," Mr. Kelley said. "Ours is a long range battle to recover ground lost over a period of a half century."

"However, the campaign also seeks immediate results in terms of greater demand for bakery foods. The advertising delivers selling messages; the consumer service publicity activity points at creating an immediate demand for baked foods. The merchandising at the point-of-sale tries to induce a consumer to buy bakery foods and carry them home; public relations activity has as one of its important parts the building of demand." Mr. Kelley sounded an optimistic note in saying that the industry needs only two things to make 1953 the biggest and the best year of the Bakers of America Program to date.

"These two things are greater participation in the program activities by bakers and more support of the program by members of the industry not now listed as subscribers," Mr. Kelley said. "The Bakers of America Program is the heavy gun in the industry battle of progress."

"It is the effective force in that campaign. It is the only national industry program which seeks to reach into the home of every American to build greater prestige for your products. Accordingly, it merits the wholehearted support of every baker in order better to do its job."

Statement of the ownership, management, circulation, etc., required by the Act of Congress of Aug. 24, 1912, as amended by the Acts of March 3, 1933, and July 2, 1946, of The American Baker, published monthly at Minneapolis, Minnesota, for Oct. 1, 1952. State of Minnesota, County of Hennepin, ss. Before me, a notary public in and for the State and County aforesaid, personally appeared Thomas A. Griffin, who, having been duly sworn according to law, deposes and says that he is the Business Manager of The American Baker and that the following is, to the best of his knowledge and belief, a true statement of the ownership, management (and if a daily, weekly, semiweekly or triweekly newspaper, the circulation), etc., of the aforesaid publication for the date shown in the above caption, required by the Act of Aug. 24, 1912, as amended by the Acts of March 3, 1933, and July 2, 1946 (section 537, Postal Laws and Regulations), printed on the reverse of this form to wit: 1. That the names and addresses of the publisher, editor, managing editor, and business managers are: Publisher, The Miller Publishing Co., Minneapolis, Minn. Editor, Frank W. Cooley, Jr., Minneapolis, Minn. and Managing Editor, Milton B. Kihlstrum, Minneapolis, Minn. Business Managers, H. J. Patridge and Thomas A. Griffin, Minneapolis, Minn. 2. That the owner is (if owned by a corporation, its name and address must be stated and also immediately thereunder the names and addresses of stockholders owning or holding 1% or more of total amount of stock. If not owned by a corporation, the names and addresses of the individual owners must be given. If owned by a firm, company, or other unincorporated concern, its name and address, as well as those of each individual member, must be given.) The Miller Publishing Company, principal stockholders of which are: A. H. Halley, Toronto, Ont.; Anna J. Beatty, Winter Park, Fla.; C. H. Challer, East, Chicago, Ill.; Frank W. Cooley, Jr., Minneapolis; Paul L. Dittmore, Minneapolis; Thos. A. Griffin, Minneapolis; Anita S. Kasson, Kansas

## Multi-Unit-Retail

(Continued from page 23)

duction and sales. In his opinion, he said, some sort of check is absolutely necessary where the human element is involved. It would be advisable to establish a method of test checking one or more of a multiple unit retailer's stores each week from the shipping room to the bank.

In concluding, Mr. Powers said that cost control is something which goes far beyond the mechanics of mathematics, formulas, labor analysis, and the like. In it is bound up the importance of employee morale, the bond between employer and employee and the baker's relationship with and good-will of his customers.

"These are intangibles, but they have a definite bearing upon our end result. In today's highly competitive market, every multiple unit operator must out of necessity do everything he can to keep his costs under control. Then he can face the future with confidence," Mr. Powers said.

Pre-packed baked foods as applied to multiple unit operations were not favored by Thomas Awrey, Awrey Bakeries, Inc., Detroit. His firm, he said, does not pre-package, although he has experienced some pressure from operators of units in favor of the practice.

Listing the disadvantages, he said he believed that packaging destroys prestige. When baked goods are put in a package, he said, it loses its individualism, and becomes just another piece of merchandise. Mr. Awrey also said that packaging tends to change baked goods' character.

The morning session was then adjourned for a luncheon. Following the luncheon, the meeting was turned into a closed session, during which the morning speakers participated in a panel discussion of the subjects covered in the earlier session. This was followed by a round table discussion with questions and answers.

City, Mo.; Milton B. Kihlstrum, Minneapolis; W. G. Martin, Jr., New York City; C. K. Michener, Minneapolis; Martin E. Newell, Kansas City, Mo.; W. C. Nichols, Minneapolis; H. J. Patridge, Minneapolis; James G. Patridge, Minneapolis; Eleanor L. Pillsbury, Minneapolis; Dorothy B. Pratt, Winter Park, Fla.; Don E. Rogers, Chicago, Ill.; S. O. Werner, East, Chicago, Ill.; Mrs. Rebekah S. West, St. Louis, Mo.; H. E. Yantis, Minneapolis, Minn. 3. That the known bondholders, mortgagees, and other security holders owning or holding 1% or more of total amount of bonds, mortgages, or other securities are (if there are none, so state.): None. 4. That the two paragraphs next above, giving the names of the owners, stockholders and security holders, if any, contain not only the list of stockholders and security holders as they appear upon the books of the company but also in cases where the stockholder or security holder appears upon the books of the company as trustee or in any other fiduciary relation, the name of the person or corporation for whom such trustee is acting, is given; also that the said two paragraphs contain statements embracing affiant's full knowledge and belief as to the circumstances and conditions under which stockholders and security holders who do not appear upon the books of the company as trustees, hold stock and securities in a capacity other than that of a bona fide owner; and this affiant has no reason to believe that any other person, association, or corporation has any interest direct or indirect in the said stock, bonds or other securities than as so stated by him. 5. That the average number of copies of each issue of this publication sold or distributed, through the mails or otherwise, to paid subscribers during the twelve months preceding the date shown above is— (This information is required from daily, weekly, semiweekly and triweekly newspapers only.) Thomas A. Griffin, Business Manager, Sworn to and subscribed before me this 17th day of September, 1952. J. G. Patridge, Notary Public, Hennepin County, Minnesota. (My commission expires March 17, 1957.) (Seal.)



## AMERICAN BEAUTIES

By Bill Gray



Courtesy ranks right near the front in ways to win friends and influence customers.

But putting out a top quality product always comes ahead of everything.

That's why we place so much emphasis on the quality of our flour here at Russell-Miller.

Because we know it has to give the kind of baking results for you that will keep your customers coming back for more. We produce a complete line of quality bakery flour. Our facilities are always available to help you with formulas or other problems.

May we serve you?

CALENDAR OF  
COMING EVENTS

NOV. 16-19

New England  
Bakers' Association  
Sheraton Plaza Hotel  
Boston

# RUSSELL-MILLER MILLING CO.

General Offices: Minneapolis 1, Minnesota

SPECIALISTS IN THE MILLING OF FINE BAKERY FLOUR



# Mr. Baker-



are all tailor-made to your specifications

It's your measurement that determines the form the SAPHIRE, JUDITH, GOLD CROSS or DAKOTANA flour we tailor for you. will take. You can specify a quality hard wheat flour with a protein ash as low as .38 to as high as .46.

Every order for flour is tailored to the specifications of the individual bakery that is to use it. The most modern laboratory control applied to the skillful milling of the finest hard wheat in the Northwest produces this made-to-order bakers' flour that is famous from one end of the country to the other.

Favorably situated, as we are, we specialize in tailoring flour for commercial bakers. And just as the joy of the garment is in its wearing, the satisfaction in SAPHIRE, JUDITH, GOLD CROSS and DAKOTANA flour is in its use.

Its reputation for outstanding quality and absolute uniformity, is supported by independent laboratory tests throughout the country, and the millions of loaves of better bread the nation's bakers bake with it.

Have SAPHIRE, JUDITH, GOLD CROSS or DAKOTANA FLOURS tailored to your individual specifications, too!

MONTANA FLOUR MILLS CO.  
General Offices: Great Falls, Montana  
Please have your representative call and give me complete information about milling flour to my individual specifications.

**MONTANA FLOUR MILLS COMPANY**

General Offices: Great Falls, Montana  
Eastern Office: 1815 Marwin St., Cleveland, Ohio

## Increased Yield PLUS Higher Scoring Points ON

✓ SYMMETRY ✓ CONSISTENCY OF CRUST ✓ BLOOM ✓ VOLUME  
✓ COLOR OF CRUST ✓ GRAIN ✓ TEXTURE ✓ AROMA ✓ FLAVOR  
✓ COLOR OF CRUMB ✓ EATING QUALITY ✓ UNIFORMITY

with

# DAIRYLEA DRY MILK SOLIDS

Carefully graded for bakery use. Use at least 6%!

DAIRYMEN'S LEAGUE CO-OPERATIVE ASSOCIATION, Inc.  
100 Park Avenue, New York 17, N. Y. OREGON 9-1230

## Refrigeration, Air Conditioning Overcome Bakery Space Problem

The use of modern refrigeration equipment and air conditioning to boost sales in a retail bakery has been illustrated by the Coffman Bakery, operated by Mr. and Mrs. Forrest W. Coffman in Lincoln, Neb.

Most recent installation was a 4-section, 8-door freezer which will hold 112 pans and which Mr. Coffman declared is one of the best investments he ever made.

The small downtown bakery has gained the reputation of having more modern equipment for its size than any bakery in Nebraska, and the proprietor pointed out that his mechanized system of operation speaks for itself. When he and Mrs. Coffman took over the 20 by 75 ft. shop back in 1947, it was strictly a one-man operation. The new owners immediately remodeled, installed air conditioning and began adding modern equipment, so that today the bakery employs 14 persons full time, plus 6 part-time helpers in the salesroom.

Refrigeration has been the "open sesame" to increased quality production in small space, said Mr. Coffman. With six bakers and two helpers he is now able to produce baked goods of an infinitely greater variety than when the took over the shop. While monthly sales have increased greatly, he hesitates to cite figures because the astronomical gain would appear unbelievable.

The new freezer is the fulfillment of the retail baker's dream, in the Lincoln baker's opinion. It has eliminated the 10% to 15% of daily sales that accompanied conventional operation, prevented shortages, permitted much greater variety, made for better hours and less work, and definitely increased profits.

The big box enables the bakery to have items on hand in sweet goods and cake lines at all times to meet potential sales without the worry of bad weather, etc., cutting down traffic and leaving him with a lot of stales, Mr. Coffman explained. Instead of making up a lot of small, costly batches to provide variety, he can make up enough to last several days and draw out what he needs from

day to day without loss through spoilage.

It has proved to be a great advantage in handling whipped cream goods, and Coffman's now can keep different sizes and types of cake on hand so that when a special order is received, the cake need only be defrosted and the icing added. The bakery has built up an enormous business in birthday, wedding and other special order cakes.

Mr. Coffman warned against trying to use a retarder type of refrigerator for frozen bakery products operation. Unpackaged frozen products, baked or unbaked, are frozen and stored in a temperature ranging from 10 to 15° F. For this a low-temperature box is required with at least four inches of cork on all sides or equivalent insulation. The box should be engineered to attain and hold at least a 0° F. temperature in order to assure top performance under hot weather conditions.

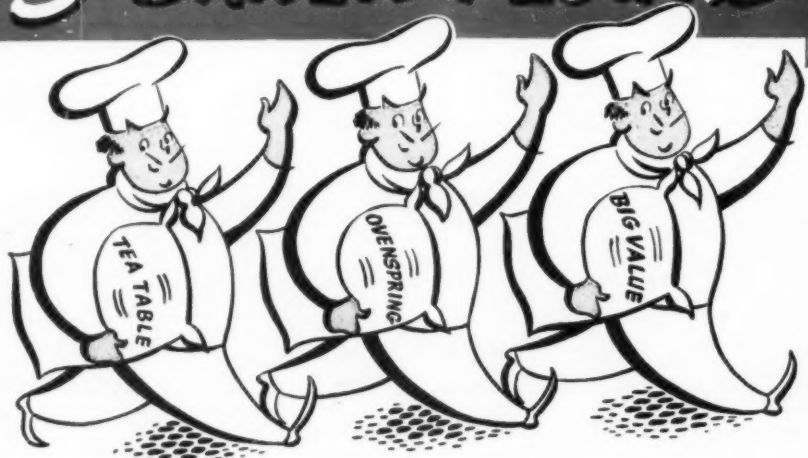
One of the most profitable features of Mr. Coffman's new freezer is that the front room help can slip back to the big box near the end of the day, if some item is needed, put a few pans in the oven, and thereby chalk up sales which otherwise would have been missed. The freezer system also assures fresh products and such service builds up word-of-mouth advertising and repeat business, whereas formerly Coffman's had to count on 10% to 15% of the production being lost to stales in order to keep a good supply and variety on hand for the entire day.

Mr. Coffman believes that in the not too distant future, the freezer will be as important to the progressive retail bakery as the retarding box, oven or mixer is now. It enables the retailer to store part of his contemplated sales as insurance against having any merchandise left. If unpredicted bad weather comes along after the production has been completed for the day, surplus products can be placed in the freezer immediately without financial loss.

He also pointed out that the successful baker always bakes the top

(Continued on page 86)

## 3 BAKER FLOURS



that give  
*consistent quality!*  
*for greater profits!*

**TEA TABLE**

**OVENSPRING**

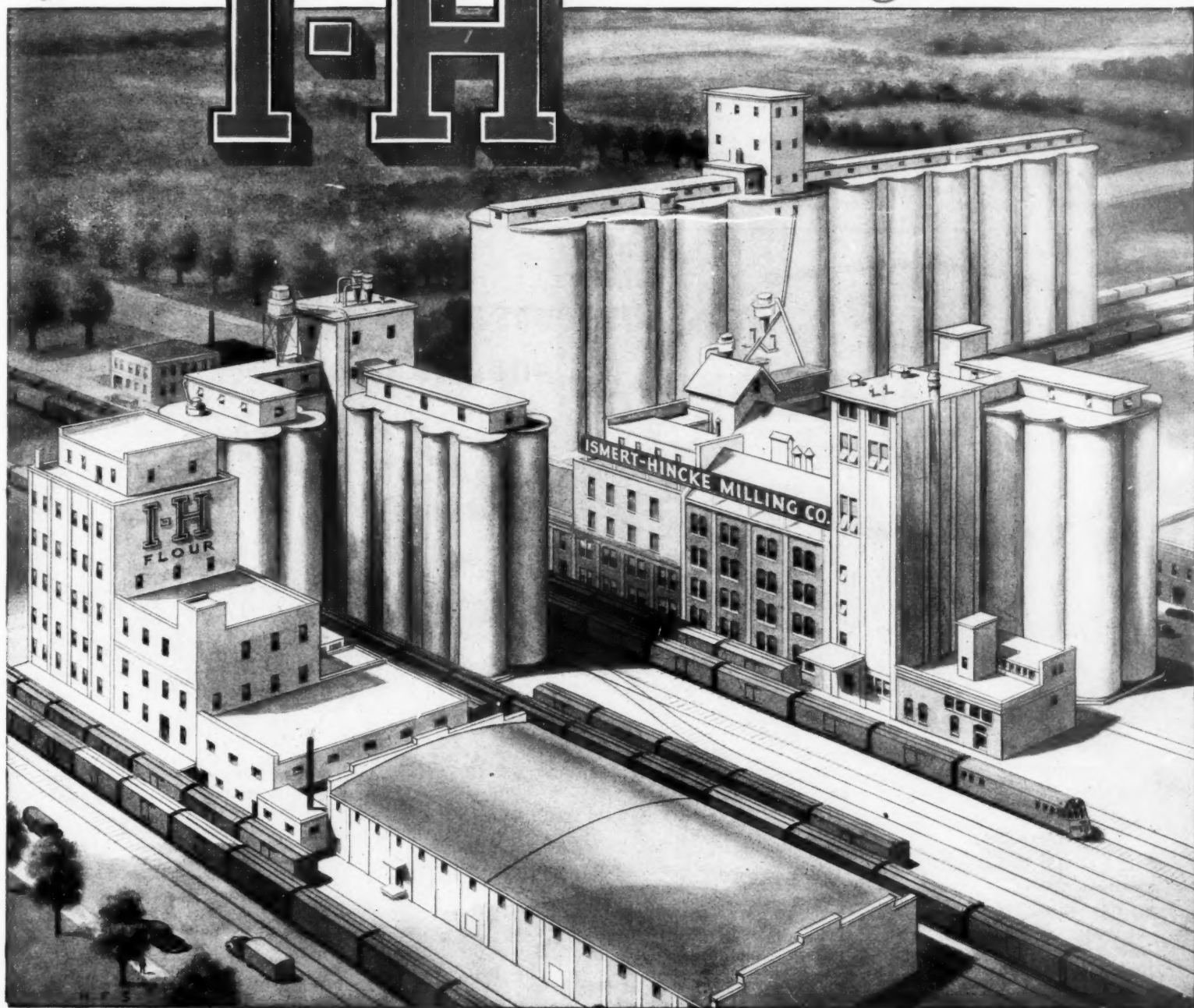
**BIG VALUE**

**THE WEBER FLOUR MILLS CO.**

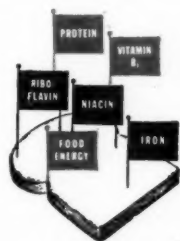
**SALINA, KANSAS**



If it's **I-H** milled - it's "good" flour!



MILLS AT TOPEKA, KANSAS—8,000 Cwts. Daily Capacity • Mill and Terminal Grain Storage 1,500,000 Bus.



**BREAD—Your Best and  
Cheapest Food**

Quality knows no season in the production of I-H flours. No matter how wheat crops may fluctuate from year to year, you can rely on the good baking qualities of the I-H brands. For the basis of these famous flours is wheat of extra premium quality, plus an exacting standard of milling and laboratory control. You'll get consistently finer baked goods with I-H quality.

**THE ISMERT-HINCKE MILLING COMPANY**  
1570 W. 29th Street KANSAS CITY, MO. L. D. 243 L. D. 27

## ANSWERS TO "DO YOU KNOW?"

Questions on Page 60

1. **True.** When egg whites are used in the dough, greater volume will be produced. The crust will be crisper. The addition of egg whites seems to have a drying effect on the dough.

2. **True.** Cane and beet sugar are both chemically alike. Unless there is a variation in the size of the sugar crystals, there will be absolutely no

difference in the finished baked products. It is taken for granted, of course, that both are properly manufactured.

3. **False.** According to the U.S. Department of Agriculture, the average loaf of graham bread contains about 1,200 calories per pound.

4. **False.** Flour made from newly harvested wheat requires less mixing time than flour made from the same wheat later in the season.

5. **False.** The use of vinegar in the doughs will not decrease mold. As far as mold is concerned, bread is sterile when removed from the oven. A clean shop, proper cooling of the

bread before wrapping and not allowing stale or returned bread to be brought back in the shop will decrease mold troubles.

6. **False.** A short sponge cake contains butter or shortening, while a straight sponge cake contains no added fat.

7. **True.** Long patent flours are obtained from nearer the bran or outer edge of the wheat berry. This type of flour will not bleach as white as flour made from nearer the center of the wheat berry.

8. **True.** When not properly controlled, the divider loss may run as high as 2% or over.

9. **False.** Oleo-stearin is derived from beef fat, while vegetable stearin is obtained from vegetable fats or oils.

10. **True.** When custard pies are overbaked, this trouble develops. The baking time should be closely watched. Best results are obtained by making a thick pie as a longer baking period is required, causing the crust to bake more thoroughly.

11. **False.** Cake flour should be used. Bread flour will produce a tough lady finger, due to the greater amount of protein and also the stronger protein it contains.

12. **True.** This procedure works out very satisfactorily.

13. **True.** The use of ammonia in French doughnuts is objectionable, as the ammonia causes the frying fat to turn dark. About 2½ times more baking powder than ammonia should be used.

14. **True.** When these cakes have a pH somewhat above 7, their crumb color is improved. White cakes have the best crumb color when their pH is slightly below 7, which would be on the acid side.

15. **False.** The doughs made by the sponge process are somewhat more pliable and dry. Less dusting flour is required and more uniform loaves will be produced.

16. **True.** It should not be heated very much over 100° F. If it is a little too stiff for proper pouring, a small amount of corn syrup or simple syrup should be added to it to thin it down.

17. **False.** The proper procedure is to base the salt content on the total weight of the formula. Usually 1 to 1½% of salt is figured for each 10 lb. dough.

18. **True.** The soda liberates carbon dioxide gas which gives the products their volume. At the same time, the soda has a rotting action on the gluten in the dough, giving spreading action.

19. **True.** The bread should not be cooled in a draft or allowed to cool too rapidly by placing it in a cold room.

20. **False.** Salt rising bread is usually proofed at about 105 to 115° F. for best results.

—BREAD IS THE STAFF OF LIFE—

### \$3,000,000 PLANTS OPENED BY SAFEWAY STORES, INC.

LOS ANGELES — Two modern, multimillion-dollar bakeries have been opened by Safeway Stores, Inc., to supply its 300 stores throughout the Southland.

The two new plants, known as the Kenwood Cake Co. and the Fairfax Bread Co., cost nearly \$3 million.

Company executives who participated in the opening ceremony included Smith Norton, general manager of Safeway's 17 Fairfax bread bakeries, and Al Groh, manager of the new local plant; A. J. Welzenbach, general manager of the company's four Kenwood cake plants, and Arthur Patterson and Jack Aherne, manager and sales manager, respectively, of the local Kenwood bakery.

Also on hand were some 6,000 Safeway employees and their families, who came from all over southern California for the event and to see the plants in operation for the first time.

Capacity of the bread bakery is 6,500 lb. of bread an hour and a daily output of 11 large truckloads. The cake plant's output, 36 varieties of cake, is four large truckloads of cakes a day.

## THE NATIONAL LIFE LINE OF SUPPLY

## IS YOURS DAY BY DAY ... DOOR TO DOOR



### NATIONAL supplies bakers who are leaders in their communities with a COMPLETE LINE OF ESSENTIAL BAKERY PRODUCTS

NATIONAL BAKERS COMPRESSED YEAST

NATIONAL ACTIVE DRY YEAST

NATIONAL BAKING POWDER

NATIONAL BAKING CREAM

NATIONAL BAKERS MALT SYRUP

NATIONAL BAKERS DRY MALT

NATIONAL ENRICHMENT TABLETS

NATIONAL YEAST FOOD

NATIONAL GETZ FRESH

NATIONAL 7-in-1

ARMOUR CLOVERBLOOM FROZEN WHOLE EGGS

ARMOUR CLOVERBLOOM FROZEN EGG WHITES

ARMOUR CLOVERBLOOM ARMTEX

ARMOUR CLOVERBLOOM SUGARED YOLKS

ARMOUR DRI PUFF

### NATIONAL YEAST CORPORATION FRANK J. HALE, President

EXECUTIVE OFFICES: N. Y. SALES OFFICE: CHICAGO SALES OFFICE:

Chanin Building  
New York, N. Y.

45-34 37th Street  
Long Island City, N. Y.

Pure Oil Building  
35 E. Wacker Drive

PLANTS: Belleville, N. J. • Crystal Lake, Ill.





**T**HE rugged dependability of America's fighting planes is a mark of their distinction. So it is with AMERICAN FLOURS, too. Their baking dependability is guaranteed by the choice of the finest hard winter wheats for these famous flours. And the constant availability of these wheats is backed by our huge grain storage facilities, sufficient for a year's milling needs. It pays to BUY AMERICAN!

Flour Capacity  
4,000 Sacks

Grain Storage  
5,000,000 Bu.

**American Flours, Inc.**

G. M. ROSS, President

FLEMING ROSS, Vice-President

PAUL ROSS, Secretary

T. G. McDONALD, Sales

**NEWTON, KANSAS**

## Space Problem

(Continued from page 82)

amount he figures he might sell for the day, and this merchandise always must be produced ahead of time, or with a certain degree of speculation. With the freezer, these products can be drawn upon as needed, thus eliminating the former gamble. Still another very important advantage of the freezer is the fact it allows almost unlimited variety every day, and furthermore assures complete

lines even at the close of the selling day.

Advantages of the freezer are not limited to the sales field, the bakery owner added. The freezer takes away rush hour problems for the backroom help, thus eliminating the cost of an extra man. It allows full production with larger batches so the bakery can bake early in the week for the week end rush. It also cuts down night work.

Mr. Coffman has found he can start baking 12 hours ahead of the normal fresh period and still supply his customers with fresh goods, thanks to the freezer. Coffman's has opened leased retail outlets in two

Lincoln supermarkets in recent months, and the freezer has enabled the bakery to supply the needs of these departments with the same full service afforded in the downtown retail salesroom.

Unbaked yeast goods can be made in advance, while a small amount of baked goods can be made a day ahead for the early hour sales. This allows the bakery to bake later with the added advantage that the freshly baked goods come out later and closer to the time of sales.

Cakes already baked have been found to improve in texture and retain all their goodness when stored in the freezer. Butter-cream types of

icing can be placed in the freezer immediately, but in handling cakes with the fondant type of icing, it has been found advisable to refrigerate the cake without the icing, especially in warm, humid weather. The frozen cakes are always defrosted before icing. Whipped cream filled cakes keep perfectly in the freezer.

Where sweet yeast goods are concerned, Coffman's has found it can use the freezer operation on nearly all the unbaked goods, without changing the formula. Danish doughs, for example, are handled in the conventional manner, and these can be frozen at any stage. The sweet rolls or coffee cakes are placed on pans or in individual tins, the same as before the freezer was employed, but the doughs to be refrigerated are not washed or topping added. The latter operations are applied after the doughs are removed from the refrigerator and defrosted.

Straight doughs are handled the same as the Danish until they are made up, but they are not placed in molds. Straight doughs are placed on pans (it helps to place a flour sack over them) and frozen in this manner only. They also are washed and topped after defrosting because a nicer appearing product is thus obtained.

Since the frozen yeast goods color more during baking than the unfrozen, it has been found advisable at Coffman's to use a leaner egg wash. Proofing, also, is used more sparingly, especially on the frozen straight doughs, because they have more "spring" in the oven than the unfrozen products.

—BREAD IS THE STAFF OF LIFE—

## RETAIL BAKERY FUTURE BRIGHT, SAYS SPEAKER

PITTSBURGH — William Thie, president of the Retail Bakers Association of Cincinnati and vice president of Associated Retail Bakers of America, spoke on, "How Retail Bakers Can Help Each Other," at a meeting of the Retail Master Bakers Association of Western Pennsylvania.

Mr. Thie urged bakers to belong to their trade associations, advertise, improve customer parking, sell half, as well as whole, layer cakes, improve quality of their products, pool recipes and quantity lot buying.

The speaker pictured a bright future for retail bakeries and cited some of the attractive promotional events staged by Cincinnati bakers. One of these was awarding of 225 layer cakes at a Father's Day promotion at a major league ball game. A Mother's Day event was staged with 83 cake certificates being given to new mothers whose babies were born on Mother's Day.

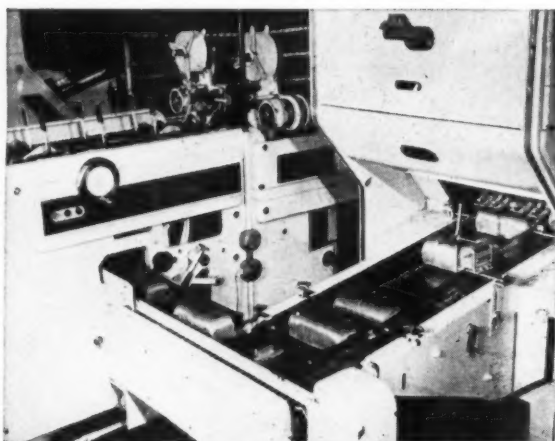
Ernest Gysegem, Quality Bakery, Charleroi, president of the association, was in charge of the meeting. A new member, Paul Burlingame, now owner of College Inn Bakery, Beaver Falls, was introduced. The ladies auxiliary assisted in serving the dinner, and arranged a square dance at Falcon Hall. Mrs. Irene Flanigan, J. R. Lloyd Co., was the dance chairman, being assisted by Mrs. Frances Kollar, Steinmetz Bakery, Carnegie, and Mrs. Jane Baker, Jenny Lee Bakery, McKees Rocks.

## ELECTED PRESIDENT

ST. LOUIS—Hugh L. King, formerly assistant to the president of the R. E. Funsten Co. has been elected president of that company. He succeeds Perry A. Noble, who was elected chairman of the board. A. H. Kolmer, formerly vice president, was named executive vice president.

## Remember These Milestones in Baking History?

(They both brought uniformity)



IN 1928 the first automatic bread-slicers were put into use. Bakers were able to give their customers what they had always wanted—a loaf of bread that came to them already sliced into pieces of *uniform* thickness.



IN 1930 the first nonfat dry milk solids of *uniform* quality was developed by Borden. Bakery-Tested\* Breadlac. Borden gave bakers what they always wanted—dry milk completely *uniform* and *superior* in flavor, texture and baking quality.

## In 1952 Breadlac is still the most uniform dry milk!

**TODAY**, as in 1930, Bakery-Tested\* Breadlac is unfailingly uniform in . . . freshness . . . flavor . . . absorption and yield.

Breadlac gives your bread the same softness and silkiness, the same rich brown crust color and superior slicing quality, loaf after loaf.

For Breadlac is *uniformly* made of the highest-quality milk, carefully tested before the fat is removed and it is properly treated and spray-dried. And Bakery-Testing\* further assures Breadlac's *uniformity*.

**BAKERY-TESTING\* STILL THE BEST TEST.** You know that milk for bakery use must be tailored for bakery use—taking into account such things as basic raw milk-quality, seasonal differences in raw milk, treatment, and drying.

Well, Bakery-Testing\*, as pioneered by Borden, considers all these factors—and so is still the most reliable method for testing dry milk. That's why if there's the slightest variation in your bread or cakes, start using Borden's Bakery-Tested\* Breadlac. You'll notice how completely *uniform* and *superior* in quality they become.

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\*Borden pioneered bakery-testing—now standard in bakery laboratories.



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## EDDY'S BAKERIES SET UP SCHOLARSHIP AT DUNWOODY

MINNEAPOLIS—J. E. O'Donnell, president of the Eddy's Bakeries, Helena, Mont., has presented a full scholarship to the Dunwoody Baking School, Minneapolis. This scholarship is for both the bread and roll course and the cakes and pastries course. These courses total 32 weeks in length.

Applicants from states in which Eddy's baking plants are located, namely, Montana, North Dakota, Idaho, Minnesota, Wisconsin, Washington and South Dakota, may write to the school for full information and application forms. Inquiry should be directed to the Scholarship Committee, Dunwoody Industrial Institute, 818 Wayzata Blvd., Minneapolis 3, Minn.

—BREAD IS THE STAFF OF LIFE—

## OMAR ANNUAL REPORT WINS INDUSTRY AWARD

NEW YORK—In the final ratings of the independent board of judges in the "Financial World" survey of annual reports, Omar, Inc., Omaha, was judged as having the best annual report of the baking industry. The bronze "Oscar of Industry" trophy will be presented to W. J. Coad, Jr., president of the company, at the annual awards banquet in the Grand ballroom of the Hotel Statler, N.Y., Oct. 28, 1952.

A total of 5,000 annual reports were considered this year in the international competition, the 12th in the series of surveys, and these were judged in 100 industrial classifications for the "Best of Industry" awards. In the baking category, National Biscuit Co. was runner-up for top honors, while Continental Baking Co. placed third.

The jury who made the final selections is headed by Dr. Carman G. Blough, C.P.A., research director of the American Institute of Accountants.

Weston Smith, executive vice president and originator of the annual report surveys, will present the "Oscar of Industry" trophies at the annual awards banquet, which will be attended by more than 1,300 business and financial executives from all over the U.S. and Canada.

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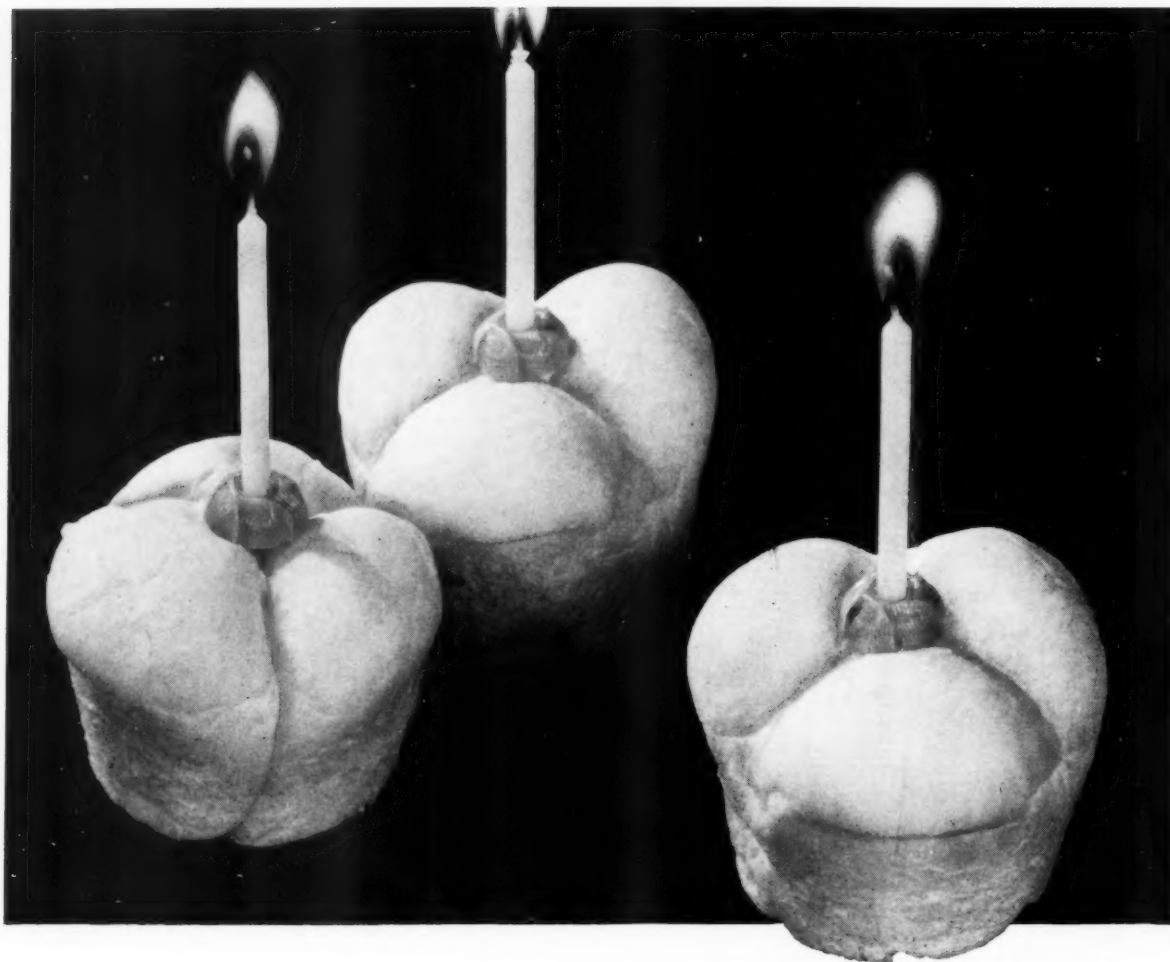
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\*For a regional and store-type breakdown of these figures, write

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